

COURT LEADERSHIP: A SHARED ADMINISTRATION MODEL

**Institute for Court Management
ICM Fellows Program
2015-2016 Court Project Phase
May, 2016**

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Acknowledgments

Thank you to the National Center for State Courts' Institute for Court Management for the quality educational programs it provides to the leaders of my profession.

Thank you to the Minnesota Judicial Branch for providing me with opportunities for continual growth and development. They have afforded me the possibility to fully realize my educational and career goals.

Thank you to the Sixth Judicial District Court Bench, Chief Judge, Assistant Chief Judge, District Administrator, and all the wonderful Sixth District employees. The continuous support and assistance they provide to me is greatly valued and cherished.

Thank you to the Minnesota Association for Court Managers for its commitment to the enrichment of its members by promoting efforts to improve judicial administration by supporting education in court administration.

Thank you to my family for the consummate faith and love they provide; they are my inspiration.

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Abstract

The focus of this project was to examine the shared administration leadership model utilized by the Minnesota Judicial Branch, focusing specifically on Minnesota's Sixth Judicial District. The project outlined the factors which the Sixth Judicial District considered to implement a district-wide, multi-county court administration leadership model.

Transitioning from a local bench directing silo-style courthouse operations to a consolidated multi-county operation allowed for standardized practices and procedures that created uniformity throughout the district. A shared administration structure was a key component of this leadership model. One method to create this uniformity was through a single position to manage, monitor, and evaluate performance measures for the entire district. Such a central position has the authority to make necessary changes to business processes in response to the changing needs of the judicial branch. This specialization increased the district's focus on achieving desired performance goals.

To examine the impact and effectiveness of the district-wide, multi-county court administration model, this project collected data through interviews, surveys, and performance measures. Key leadership positions were interviewed, including the Sixth District Chief Judge, the Assistant Chief Judge, and the District Administrator. Information obtained provided insight on the history, culture, and goals that led to a shared administration structure of leadership for the Sixth Judicial District.

In addition to interviews, two surveys were also administered. The first survey collected data from court administrators throughout the Minnesota Judicial Branch. Shared court administrators (also called Multi-County Court Administrators) from Minnesota were singled out to ascertain information about their trial courts. Statistics for each judicial district and the number of judges, supervisors, and staff within each county setting that utilized multi-county court administrators were collected. A decade-long trend (from 2005 to 2015) to incorporate the shared administration model was observed.

A second survey, the *Minnesota Judicial Branch Quality Court Workplace Survey for Employees*, was administered to Sixth Judicial District court administration staff, supervisors, and managers. The survey measured quality within the workplace and was previously administered to Minnesota Judicial Branch employees in 2008 and 2012. A comparison of the results from prior years provided insight into how Sixth District court administration staff perceived the quality of their workplace as it transitioned from three court administrators to a single court administrator serving six courthouses within the district.

Lastly, Minnesota Judicial Branch performance measures provided statistical information about the timely disposition of court cases. These data were used to analyze trends and changes in the effectiveness of the courts under the shared court administration model. Data collected for 2015 was compared to previous years' data. The results demonstrated a positive change in performance measures for the entire district.

Finally, this project examined how the shared court administration model in the Sixth Judicial District affected the principles of court governance, including court performance. The conclusions and recommendations of this project may be used as a guide by courts as changes in leadership structure are considered. It is concluded that the Sixth Judicial District should

routinely monitor the effectiveness of its current leadership structure. It is critical to evaluate the accomplishments and failures of this new leadership structure to determine its successes, areas for improvement, and the theoretical value of this approach to leadership. Criteria that should be monitored include: a) evaluation of decision-making structures, b) accountability, c) productivity, and d) whether the public's needs are met. Minnesota's Judicial Branch performance measures are useful tools to assess achievement of accountability, public satisfaction and overall effectiveness of the courts.

In conclusion, leadership structures should be continually analyzed, tested, and re-examined. Retaining flexibility while maintaining consistency in response to the ever-changing requirements placed upon the courts is essential. As the Minnesota Judicial Branch examines opportunities to re-structure the leadership of its courts that are created by centralization, automation, and consolidation, a shared administration model can provide the key to successful re-engineering. A shared administration model provides new and improved service delivery methods while actualizing the vision of the court: "The general public and those who use the court system will refer to it as accessible, fair, consistent, responsive, free of discrimination, independent, and well-managed" (Minnesota Judicial Branch, n.d.). Allowing district courts flexibility to re-examine traditional leadership methods and alternative ideas, to think outside the box, and to break the mold of the traditional single-county court administrator model provides opportunities for improvements in court administration, ultimately resulting in improved justice.

Introduction

FLASHBACK – 35 years ago, in a rural courthouse in Minnesota, at a District Court criminal proceeding – the scenario is a long-pending court case with a gross misdemeanor assault charge (typical for any day or age). The prosecutor and defense have been negotiating a plea on the case. After long hours of back and forth, they reach an agreement on a plea to an amended charge of misdemeanor disorderly conduct. The District Court Judge presides over the matter and rules from the bench – the current charges are dismissed; new charges must be filed across the street at the Municipal Court. The process of justice has just been delayed – a new venue, new prosecutor, new court case, new timeline, and new process is required; has justice also been denied?

FAST FORWARD – Fall 2015, all military veterans with active misdemeanors, petty misdemeanors, or outstanding non-felony warrants have cases heard in special court proceedings throughout the state, regardless of venue. Defense attorneys, prosecutors and judges allow veterans to resolve pending cases from anywhere in the state of Minnesota. A District Court Judge observes, “It is an efficient way to move the cases” (Minnesota Judicial Branch, 2011).

What leadership structure enables the courts to cultivate an environment of flexibility essential for successful acclimation to change? How can court leaders implement a court organization and leadership structure which promotes public satisfaction? How can a court’s leadership structure provide the means to achieve its mission, “To provide justice through a system that assures equal access for the fair and timely resolution of cases and controversies” (Minnesota Judicial Branch, 2015)? (See Appendix 1). Yet, at the same time, how can a court’s leadership structure protect judicial independence and maintain a balance of institutional

commitment, accountability, and consistency? This project examined these questions as they relate to a model of shared administration.

The focus of this project was to examine the shared administration leadership model used by the Minnesota Judicial Branch, identify factors considered to implement a district-wide, multi-county administration model of leadership, and examine how this model affects the principles of court governance and court performance. The project's conclusions and recommendations may be used as a guide by courts as changes in leadership structure are considered.

Management and leadership structure must be constantly analyzed, tested, and re-examined in response to the call for improved court administration. The management structure must retain flexibility while maintaining consistency, which promotes trust, growth, and development in response to the ever-changing requirements placed upon the courts. In essence, the court leadership structure must serve as a catalyst for court improvement, which is inevitably followed by improved justice. As the Minnesota Judicial Branch encounters opportunities to re-structure district or county administrator service delivery, a shared administration approach to court governance should be considered. Such a model of shared administration enables courts to provide new and improved service delivery methods while achieving the vision of an accessible, consistent, and well-managed court.

This project began with the vision and mission of the Minnesota Judicial Branch. It identifies various shared county administration structures within Minnesota district courts, and how the structures have evolved over time. The vision of the Minnesota Judicial Branch is "The general public and those who use the court system will refer to it as accessible, fair, consistent, responsive, free of discrimination, independent, and well managed" (Minnesota Judicial Branch,

n.d.). Its mission is “to provide justice through a system that assures equal access for the fair and timely resolution of cases and controversies” (Minnesota Judicial Branch, n.d.).

The Minnesota Judicial Branch has three levels of courts: the supreme court, the court of appeals, and the district courts. The district courts are located in courthouses in each of the 87 counties throughout the state. There are 287 judges and approximately 2 million cases filed annually. The district courts are general jurisdiction courts hearing civil, criminal, family, probate, juvenile, and city ordinance violations. The 87 county district courts are organized into ten administrative districts (see Figure 1). Each district is comprised of one to seventeen counties, and managed by a chief judge, an assistant chief judge, and supported by a judicial district administrator. Additionally, each county is appointed a court administrator that is responsible for daily court operations. In 2005, the district courts finalized the transition to a state-funded structure versus a county-funded system. The leadership structure within each of the ten judicial districts varies throughout the state. This project focuses on one district that uses a district-wide, multi-county shared administration leadership structure – the Sixth Judicial District.

Figure 1. Judicial Districts of the State of Minnesota



The project identified factors experienced by the Sixth Judicial District which made the implementation of a shared administration leadership model attractive. The Sixth Judicial District's leadership structure consists of: a Chief Judge of the District, an Assistant Chief Judge, a Judicial Administration Committee, a District Administrator, an Assistant District Administrator, a Chief Financial Officer, and a Chief Operational Officer that also serves as the Multi-County Court Administrator for Carlton, Cook, Lake, and St. Louis Counties. Additionally, three Court Operations Managers are assigned to the Duluth, Range, and Carlton/Shore courthouses. Court Operations Managers specialize in areas of operations for the district, e.g. performance measures, local practices, and centralized projects. Finally, six on-site supervisors are assigned in each location.

An important concept described by Barbara Rodriguez Mundell and Wallace Jefferson (2012) in the article *Herding Lions: Shared Leadership of the State Trial Courts*, is "one size does not fit all." This applies equally to Minnesota's courts. There are varying demographic, geographic, economic, and caseload factors that must be considered. These factors all contributed to the decision to use a shared administration model in the Sixth Judicial District.

Finally, this project considers how the Sixth Judicial District's shared administration model realized the principles of court governance, as described in Christine Durham and Daniel Becker's (2012) article *A Case for Court Governance Principles*. As changes in leadership structures are made, these principles should be examined and applied. Other dimensions of court leadership such as those described in Mary Campbell McQueen's (2012) article *Governance: the Final Frontier*, should likewise be examined.

Literature Review

Perspectives on Court Leadership

The judiciary is defined as highly autonomous professionals providing services which require a specialized knowledge in making complex decisions. It is considered a “loosely coupled organization” (McQueen, 2012). The leadership structure must be adaptable to achieve the delicate balance required by judicial independence; “to do justice” versus institutionalizing commitments, accountability and authority. McQueen (2012) identified the “how” of court governance as the mechanisms necessary to successfully aid the leaders of loosely coupled courts achieve effectively functioning organizations. She discusses four institutional mechanisms: “a) Leadership: The importance of legitimacy; b) Process: Protecting and guiding; c) Fairness: Collaborative decision making; and d) Communication: The importance of the inner branch” (McQueen, 2012). As successful court leadership structures evolve, these tactics should be used to establish and promote trust, develop and build positive relationships, and demonstrate loyalty to the organization. These concepts should be at the forefront for all court leaders.

The evolution of court administrators in Minnesota from an elected clerk, in essence a pseudo court manager, to the “emergence of court managers as a profession” (Friesen, Gallas, & Gallas, 1971) enables efficiencies within court management operations while minimizing duplication of effort. It is through this emergence that court managers as leaders have gained legitimacy. As a professional manager, the knowledge of core processes and procedures is critical when applied across the organization, not so much the brick and mortar structure, but the application of the process across multiple court cultures and communities. The trust factor – bringing credibility and integrity to the role – is critical. Once credibility and trust is established, leaders create an aura of fairness and equity and are able to guide teams and organizations to

attain organizational goals. Communication is two-sided, both as an active listener and in delivering a succinct and clearly understood message. These attributes are each important to a strong and successful organization.

Court leadership structure must be evaluated in terms of key components essential to the successful operation of the court. Consider, as equally important, both structural and cultural aspects to design the governance and administrative model of the court. It is not just about the “org chart” – it involves culture and community within the organization. There are unique characteristics which define every court community, and there are distinct challenges each courthouse must overcome; they could be geographic, large or small capacity, availability of resources, proximity to services, etc. Durham and Becker (2012) identify a method to critique a court organization which establishes feasible and applicable principles. Court leaders should incorporate these principles into their organizations to maximize the efficiencies and effectiveness of their courts. The principles are as follows:

- 1) “A well-defined governance structure for policy decision-making and administration for the entire court system;
- 2) Meaningful input from all court levels into the decision-making process provides for an enhanced decision making process as input is gathered from many different viewpoints;
- 3) Selection of judicial leadership based on competency, not seniority or rotation;
- 4) Commitment to transparency and accountability in regards to finances and effectiveness of the resources used;
- 5) A focus on policy level issues; delegation with clarity to administrative staff; and a commitment to evaluation;
- 6) Open communication on decisions and how they are reached is important for the courts;
- 7) Clear, well-understood and well-respected roles and responsibilities among the governing entity, presiding judges, court administrators, boards of judges, and court committees;
- 8) A system that speaks with a single voice;
- 9) Authority to allocate resources and spend appropriated funds independent of the legislative and executive branches;

- 10) Positive institutional relationships that foster trust among other branches and constituencies; and
- 11) The judicial branch should govern and administer operations that are core to the process of adjudication” (Durham & Becker, 2012).

Emergence of Shared Leadership

Effective shared leadership among chief justices, appellate court judges, state court administrators, district court judges, district administrators, and county court administrators demonstrates collaboration to achieve the vision and mission of the judiciary. Effective leadership teams work in harmony rather than within a hierarchical, authoritarian pattern.

The courts have great autonomy within their operations. However, tensions often occur within the state and local courts. Although this can create conflict, it also fosters and stimulates better decision making processes. The shared leadership model can minimize strains on limited qualified resources and maximize proficiencies realized at a local level, eliminating redundancy or duplication of efforts while promoting specialized talents and individual expertise. Members of the team provide unique skills and qualifications for the tasks they are responsible to accomplish. Professional court managers must have the ability to provide operational support and coordination to the judicial process. Successful coordination of the work of individual teams within the entire judicial branch structure is the key to achieving a high performing court.

Mundell and Jefferson (2012) identify measures which “create a more cohesive sense of court mission and shared leadership on the part of the chief justice, the state administrative office, presiding judges, trial judges, and court personnel.” It is important to identify strong judicial leadership which maintains and builds positive rapport with colleagues, community partners, and other government leaders, so when transformations occur there are insignificant ramifications. These positive judicial relationships, served well by a solid management structure, create confidence in the leadership and management structure of the courts, so when internal

changes are made, through this collaboration, external partners do not feel the need to comment as long as the services they require are provided. Thus a cohesive, consistent, and unified leadership structure is created, fostering success in achieving the court's mission. Ultimately, successful management is reduced to achieving and sustaining a shared court vision, mission, and core values. Through shared leadership, courts can be more innovative, while at the same time maintain a high performing court, successfully balancing autonomy with accountability.

Establishment of Leadership Structures

The Minnesota Judicial Council, as the governing body of the judicial branch, identifies new and innovative ways to effectively manage the court's responsibilities. Its strategic plan is a roadmap which establishes the direction of the courts. Minnesota's strategic plan identifies the vision, mission and core values and the goals of the Minnesota judiciary (see Appendix 1). Minnesota Chief Justice Lorie S. Gildea states, "The result is a set of goals and priorities designed to produce a more efficient, effective, and equitable court system. It is our blueprint for the future" (Minnesota Judicial Branch, 2015).

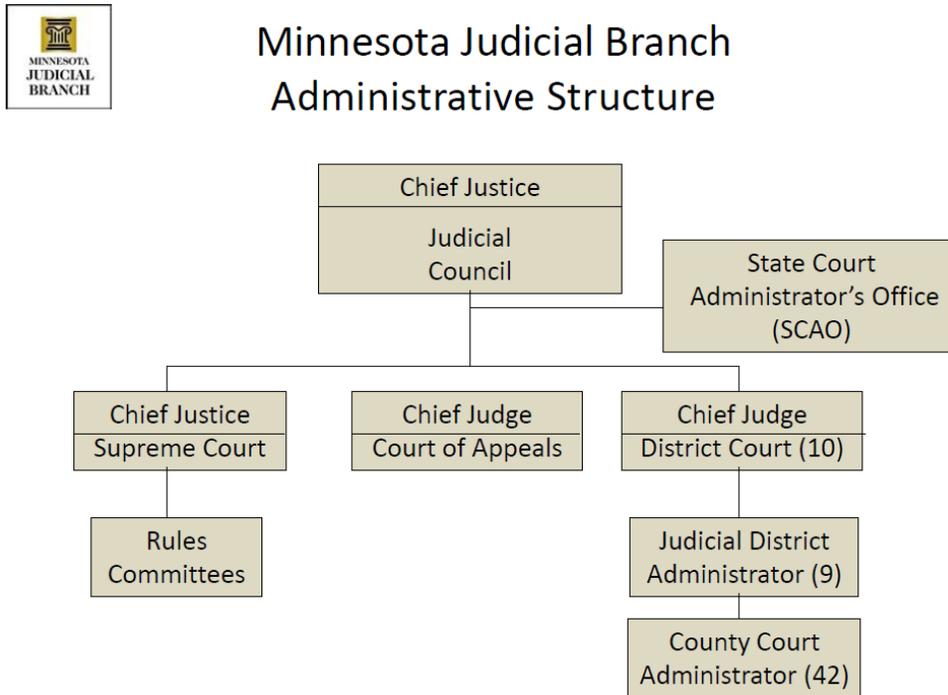
The strategic plan establishes its first goal as: Access to Justice, "Priority 1C: Examine and modify access and service delivery levels in the context of limited state resources, technology developments, demographics, and business process changes" (Minnesota Judicial Branch, 2015, p. 9). Strategies include "examine and evaluate Judicial Branch business practices and justice system delivery methods in light of changing demographics, community needs, and enhanced technology" and "identify and implement strategies for equalization of resources throughout the state based on established workload measures". Consideration of leadership structures as service delivery models and methods for resource equalization are objectives established to meet this priority. The development and implementation of a shared administration

model integrates staff needs at the local, district and state level, with efficiencies realized in small counties by centralizing, regionalizing and sharing work. A shared administration model is an example of re-engineering court access and delivery systems to support the goal to ensure access to justice.

Suskin (2012) provides a detailed report on the Minnesota judiciary, the foundations within the Minnesota courts which supported reengineering efforts, along with centralization, automation, and consolidation efforts currently realized within the state. The case study identifies recommendations reported by the Access and Service Delivery Committees established by the Minnesota Judicial Council. The committees identified initiatives that help shape the future of the courts. One of the initiatives affects the structure and governance of the courts, including consolidation of court administrator positions on a district and county level. The report states, “If future service delivery is provided from both centralized as well as local facilities, then a new management structure will be required” (Suskin, 2012).

Organizational charts for the Minnesota courts can be reviewed to identify the varying structures established throughout the state. The administrative structure of the courts is identified in Figure 2 below; it outlines the court’s leadership structure with the Chief Justice serving as the Chair of the Judicial Council, the governing body of the judiciary.

Figure 2. Minnesota Judicial Branch Administrative Structure



The ten district courts are responsible for establishing their leadership structures. Many different factors influence and determine the leadership structure within each of the district courts. There is no magic formula to identify which structure is the best approach. Thus, this project sought to examine some of the factors that influenced the district court leadership structure in the Sixth Judicial District.

Methods

This project used interviews, surveys, and performance measures as sources of data. Information was initially collected through an interview process (see Appendix 2). The Sixth Judicial District Chief Judge, Assistant Chief Judge, and District Administrator were interviewed to gain an understanding of the reasons why the shared administration leadership model was adopted in the Sixth Judicial District. The purpose of the interviews was to gain a better understanding about the history, culture, and goals of the Sixth Judicial District and how this led to its current leadership structure. The perspectives of each of the interviewees created a broad understanding of these changes and how they impacted the court community.

In addition to the interviews, two surveys were also administered. The first survey collected data from court administrators within the Minnesota Judicial Branch. Twenty Minnesota shared court administrators were surveyed to ascertain information about their trial courts. The questions sought statistics about the judicial districts and the number of judges, supervisors, and staff within each county setting (see Appendix 3). A second survey, the *Minnesota Judicial Branch Quality Court Workplace Survey for Employees*, was given to 74 employees working in the six courthouses of the Sixth Judicial District court administration office during the month of November 2015 (see Appendix 4). The survey measured quality within the workplace and was previously administered to Minnesota Judicial Branch employees in 2008 and 2012. The survey was distributed at the conclusion of each office's regularly scheduled staff meetings. It was given in paper form and collected at the end of the meeting. The survey was gathered by each location in piles of at least ten to maintain the anonymity of those surveyed. Fifty-nine employees responded, providing an 80% response rate.

The survey questions are categorized into six groups: (1) Supervision and Management, (2) Work Conditions, (3) Interpersonal Relationships, (4) Achievement, (5) Work Itself, and (6) Responsibility. Results were analyzed to identify the category which received the highest overall score, the five statements with the highest score, and the five statements with the lowest score. Responses to each question were compiled and results calculated to show the percentage of responses which strongly disagreed or disagreed, neither agreed nor disagreed, and agreed or strongly agreed. Mean scores were calculated using a Likert scale; multiplying the number of responses in each column by 1, 2, 3, 4, or 5 (strongly disagree total x 1, disagree total x 2, neither agree nor disagree total x 3, agree total x 4, and strongly agree total x 5). The sum of the total amount was then divided by the total number of responses to establish the mean score for each question. The mean scores were compared with mean scores from the 2008 and 2012 administrations of the survey (see Appendix 8). A comparison of the results received over the last five years provided insight into how court administration staff perceived the quality of their workplace as it transitioned from three court administrators to a single court administrator serving the six courthouses within the district.

Finally, additional data was gathered from the Minnesota Judicial Branch's performance measures. These measures were used to analyze trends or changes in the performance of the courts as the shared court administration model was implemented. Data collected for 2015 was compared to previous years' data. Data was gathered from the dashboards, or Trial Court Reports, available through the State Court Administrator's Office. These reports draw on data from the Court Data Warehouse, the Minnesota Judicial Analytical Database.

The two primary reports used were the Clearance Rate report and the Time to Disposition report. The Clearance Rate report lists a percentage of the number of cases disposed of during

the year out of the number of cases filed during the same year. The Clearance Rate report identifies overall clearance rates by case type, including minor criminal, minor civil, juvenile, family, probate and mental health, major civil, and major criminal cases. The Time to Disposition report assesses the length of time it takes to process court cases. The standard timing objective goals for disposition are established by the Judicial Council (see Appendix 5). The data contained in the Time to Disposition report is the number and percentage of cases disposed of by the court during a rolling calendar year; they are grouped by case type, including major criminal, major civil, family, juvenile delinquency, and minor criminal, also by timing objective. The lower the percentage of cases disposed of beyond the 99th percentile, the better the performance of the courts. If the percentage of cases beyond the 99th percentile is greater than ten percent, it is considered poor performance, and if it is fewer than five percent it is considered good performance.

Findings

The following findings were obtained from results reported from interviews with the court leaders of the Sixth Judicial District, Multi-County Court Administrators and Sixth Judicial District employee surveys, and the performance measures, specifically the Clearance Rate and Time to Disposition reports.

Finding 1: Multiple Factors Contributed to the Decision to Create a Shared Administration Model of Leadership in the Sixth Judicial District.

The decision to adopt this specific model of leadership was explained through the interviews; there were many factors which contributed to the final decision. One of these factors was the transition to state funding of the courts, which shifted direct reporting responsibilities of the court administrator away from the local county boards. This provided an opportunity for change. Simultaneously, there was a desire to divorce the local bench from directing day-to-day operations, yet ensure consistency throughout the courthouses in the district.

Changes to the current leadership personnel were also taking place. All the court administrators in the district retired over the previous five years, and there was over a fifty percent turnover of the bench (from 2004 to 2015 ten of the sixteen judges retired). One of the interviewees observed that, “change in the personalities of leadership can open as many doors as the structure itself” (G. Pagliaccetti, personal communication, December 2015).

Another factor that reached a crisis situation affected one of the state’s smallest courthouses, located in Cook County. There was a question about how to maintain full courthouse operations with an annual filing of only 1,500 cases and a 0.3 judicial need during a time of large, state-wide budget deficits. The answer was to bring case management work from other courthouses in the district to Cook County. Court leaders identified available resources

within the district and established a multi-county centralized case processing collaboration; this demonstrates effective management of interdependencies and how to work beyond existing boundaries. The idea of shared work across counties eliminated the need to close courthouses; moving work to courthouses that do not have high volume ensured the ability to provide full services and operations in smaller courthouses. As described by an interviewee, “It is a win - win for us, for clients, for all affected” (S. Floerke, personal communication, December 2015).

Finding 2: Effective Application of Leadership Competencies Is a Critical Factor for Success.

The impact on morale was minimized through competent judicial leadership by maintaining and building a positive rapport with the entire bench. When the time for change occurred, everyone was on board and accepting. Trustworthiness, honesty, and integrity contributed to the credibility of the leaders. The collegiality of the bench and its willingness to be open-minded and to appreciate the differing legal culture of each courthouse location was an influencing factor. Some of the core competencies of a court administrator in a shared role include willingness to listen and spending the time necessary to develop procedures which gradually bring people along rather than create an immediate and drastic change. A statement expressed in one of the interviews focuses on the Court Community Communications competency: “Communication is key, not necessarily what you say but what is heard, or perceived (G. Pagliaccetti, personal communication, December 2015).”

Other important core competencies which influence a successful administrative structure include both leadership skills and an understanding of visioning and strategic planning. It is “important to be an effective leader, [and know] how to delegate work to lower level managers and supervisors, how to implement projects without hands on involvement, [and] to be able to

direct the work through subordinates” (M. Johnson, personal communication, November 2015). All of the core competencies were identified during the interviews as key to successful leadership (see Figure 3) (National Association for Court Management, 2013). An effective leadership structure incorporates these competencies into day-to-day operations. Paramount to a successful leadership structure is realizing how to broaden existing management philosophy and to develop more efficient ways to do the work required of managers, along with a desire to minimize duplication of effort.

Figure 3. Core Competency Curriculum Guidelines: What Court Leaders Need to Know and Be Able to Do

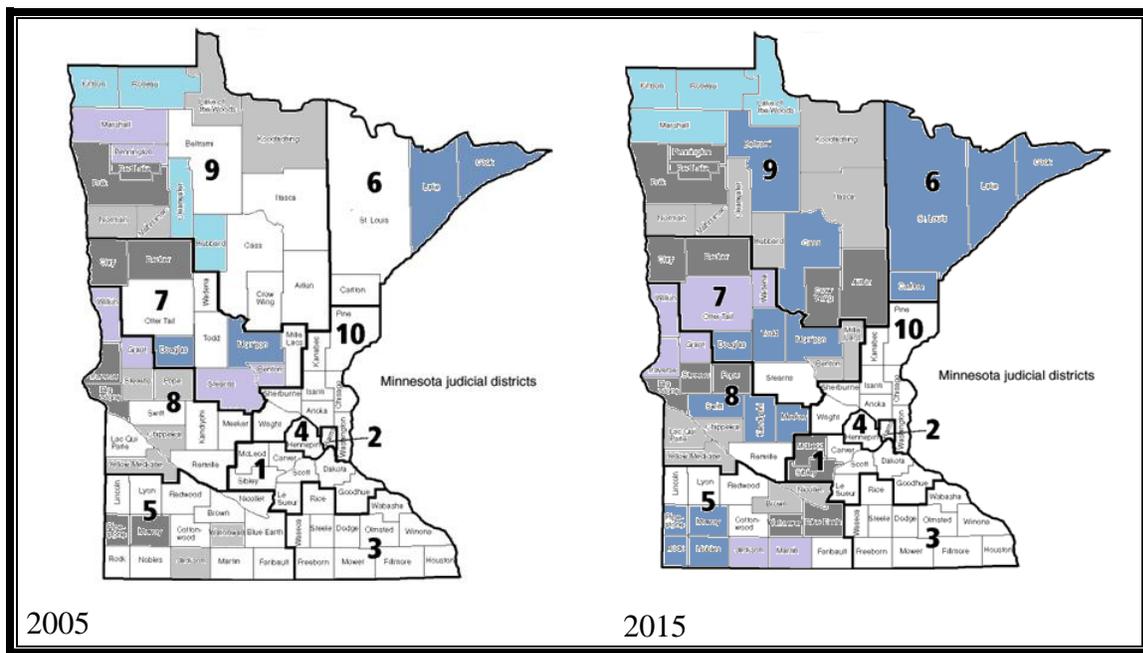


Practical advice offered to others who adopt a shared court administration model by one interviewee was, “look to fill court administrator positions with nimble, ready and able individuals willing to adapt and embrace new and modern practices” (M. Johnson, personal communication, November 2015).

Finding 3: There Is an Increase in Utilization of Shared Court Administrators in Minnesota Over the Last Ten Years.

Figure 4 identifies counties which report using a shared court administrator in 2005 compared to 2015.

Figure 4. State of Minnesota Counties with Shared Court Administrators



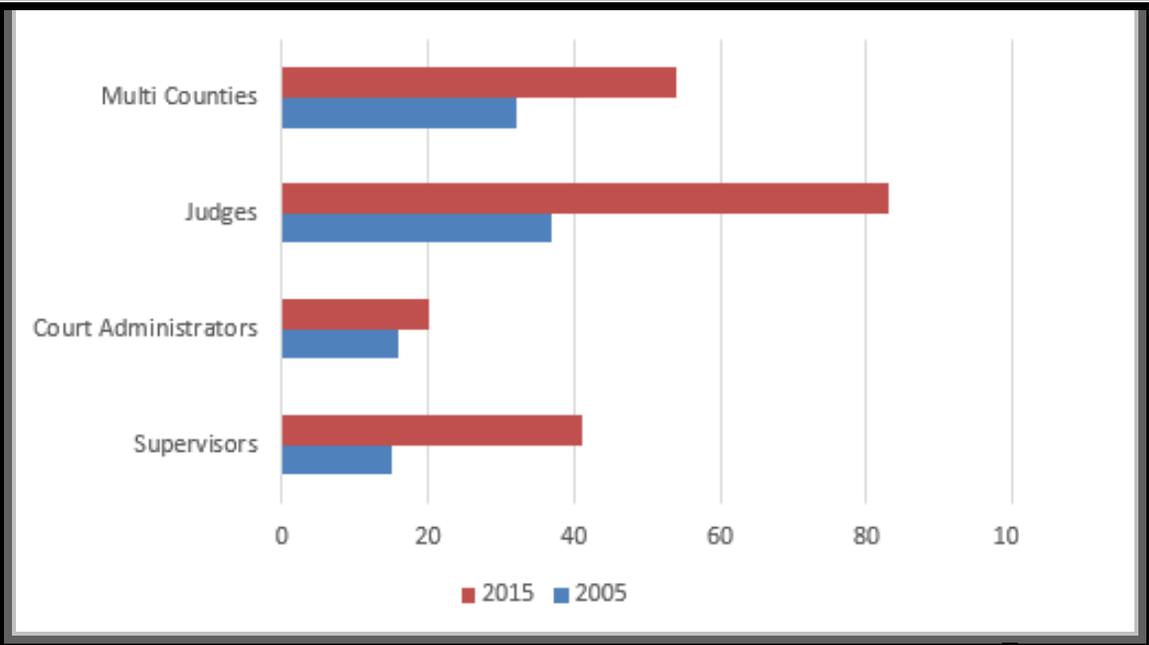
Highlighted areas indicate counties which use a Multi-County Court Administrator. In 2005, 32 counties used shared court administrators; by 2015, the number increased to 54 resulting in 20 shared court administrators serving 54 of Minnesota’s counties (see Table 1).

Table 1. State of Minnesota Counties with Shared Court Administrators 2015

District	Counties with Shared Court Administrators
1	McLeod and Sibley
5	Blue Earth and Watonwan
5	Brown and Nicollet
5	Jackson and Martin
5	Murray, Pipestone, Nobles, and Rock
6	Carlton, Cook, Lake, and St. Louis
7	Becker and Clay
7	Benton and Mille Lacs
7	Douglas, Morrison, and Todd
7	Otter Tail and Wadena
8	Big Stone, Pope, and Stevens
8	Chippewa, Yellow Medicine, and Lac Qui Parle
8	Grant, Wilkin, and Traverse
8	Kandiyohi, Meeker, and Swift
9	Aitkin and Crow Wing
9	Beltrami and Cass
9	Clearwater, Hubbard, Mahnommen, and Norman
9	Itasca and Koochiching
9	Kittson, Roseau, Marshall, and Lake of the Woods
9	Pennington, Polk, and Red Lake

Similarly, in 2005, there were 16 court administrators serving 32 counties with 37 judges and 15 supervisors (see Appendix 7). In contrast, in 2015, 83 judges are chambered among those counties using a shared administration model. Table 2 shows a comparison, among the districts from 2005 to 2015, of the number of counties, judges, court administrators, and supervisors operating within a multi-county structure; there has been growth in each category. This reflects a shift in utilization of the court administrator from a working court administrator to a role that is more administrative in nature and focused on monitoring the operations of multiple counties.

Table 2. Comparison from 2005 to 2015 of Counties, Judges, Court Administrators, and Supervisors Operating within a Multi-County Structure



The increase in the number of working supervisors reflects a movement away from court administrators handling daily case work to supervisors taking on this role for the courts. This frees court administrators for oversight of shared court operations within the district.

Finding 4: The Employee Quality Court Workplace Survey Yielded Mixed Results.

Overall, the index scores reveal positive results across the years 2008, 2012 and 2015 for employees of the Sixth Judicial District (see Table 6). However, a comparison of the index scores by category for the years 2012 and 2015, the time frame during which use of the shared administration model increased, yields mixed results. In some instances, the index scores increased from 2012 to 2015 (the work itself and responsibility categories). In other instances, the index scores for 2012 and 2015 are identical (the work conditions and interpersonal relations categories). For the supervision and management and achievement categories, the index scores show a slight decrease from 2012 to 2015.

The top scoring category of the survey was in the interpersonal relations category. This demonstrates that employees feel engaged, supported, and skilled at working effectively with their coworkers and colleagues (see Table 3).

Table 3. Quality Court Workplace Survey For Employees: Category with the Highest Scores - Interpersonal Relations

QUESTION	Strongly Disagree & Disagree	Neither	Agree & Strongly Agree	Mean
5. The people I work with can be relied upon when I need help.	7%	7%	86%	4.3
15. The people I work with take a personal interest in me.	10%	15%	75%	3.9
20. My coworkers care about the quality of services and programs we provide.	5%	7%	88%	4.2
28. My workplace is engaged in creating an environment where all persons are valued and treated with respect regardless of differences in individual characteristics.	15%	17%	68%	3.8
30. I am skilled in communicating and working effectively with co-workers, clients, and or court users from diverse backgrounds.	2%	10%	88%	4.2
INTERPERSONAL RELATIONS				

The top five responses to the survey were identified across three different categories including the top response in the achievement category (93% in agreement that they understand what it means for them to be successful on the job). Other top responses were from the work itself category and the interpersonal relations categories (see Table 4).

Table 4. Quality Court Workplace Survey For Employees: Statements with the Highest Scores

I know what it means for me to be successful on the job. (93% agreement, 4.3 mean)
I understand how my job contributes to the overall mission of the Minnesota Judicial Branch. (93% agreement, 4.3 mean)
I am proud that I work in my court. (88% agreement, 4.3 mean)
My coworkers care about the quality of services and programs we provide. (88% agreement, 4.2 mean)
I am skilled in communicating and working effectively with co-workers, clients, and or court users from diverse backgrounds. (88% agreement, 4.2 mean)

Ninety-three percent were in agreement with the statement “I understand how my job contributes to the overall mission of the Minnesota Judicial Branch” and 88% agreed that they were proud of the work in their court. These questions indicate employees understand how their work contributes to the mission of the courts. The top three responses are from categories identified by the National Center for State Courts as motivational areas, suggesting a sense of satisfaction with the workplace (State Court Administrator’s Office Court Services Division, Research & Evaluation, 2013).

In contrast, the statements with the lowest scores suggested feelings of overwhelming workloads, communication, and training (see Table 5). Two of the lowest statements were from the work itself category, “I am kept informed about matters that affect me at the workplace” (27% disagree) and “I get the training I need to do my job well” (24% disagree).

Table 5. Quality Court Workplace Survey For Employees: Statements with the Lowest Scores

27. I am able to keep up with my workload without feeling overwhelmed. (27% disagreement, 3.2 mean)
2. I am kept informed about matters that affect me in the workplace. (27% disagreement, 3.5 mean)
12. Important information is communicated to me in a timely manner. (25% disagreement, 3.4 mean)
24. I get the training I need to do my job well. (24% disagreement, 3.5 mean)
26. My supervisor is available when I have questions or need help. (20% disagreement, 3.8 mean)

The Employee Quality Court Workplace survey results were compared to the 2008 and 2012 Sixth Judicial District employees’ responses (see Table 6; Appendix 9).

Table 6. Quality Court Workplace Survey For Employees: Index Scores by Year for 2008, 2012 & 2015



Reviewing the index scores per category shows a slight increase in the work itself and responsibility categories and a slight decrease in the index scores for the supervision and management and achievement categories. There is relatively no difference between 2012 and 2015 in the interpersonal relations and the work conditions categories, although both categories show increases since 2008.

The categories can be grouped by motivating factors leading to satisfaction, achievement, work itself and responsibility, or by environmental factors leading to dissatisfaction, supervision and management, work conditions, and interpersonal relations (State Court Administrator's Office Court Services Division, Research & Evaluation, 2013). The responses demonstrate leadership's ability to provide intrinsic rewards, thereby increasing satisfaction among these categories. An example of an intrinsic reward is to create a newsletter which describes current initiatives and provides opportunities for input and suggestions from all employees. This promotes open communication and transparency about decisions. The Sixth Judicial District created a quarterly newsletter in late summer of 2015 to increase the flow of information to its employees. This is a possible explanation to account for the increase reported in the work itself category.

Leadership can also improve environmental factors by addressing an area which causes dissatisfaction. For example, leaders can increase staffing levels to absorb some of the burdens employees feel when workloads are overwhelming. Through shared administration, other staffing resources are easily identified; work can be effortlessly reassigned to other areas to assist with increases in existing workloads. This influences the work conditions category and helps offset dissatisfaction in this area. Table 6 illustrates consistencies in this category between the years 2012 and 2015, although there have been many changes in the work conditions and staff

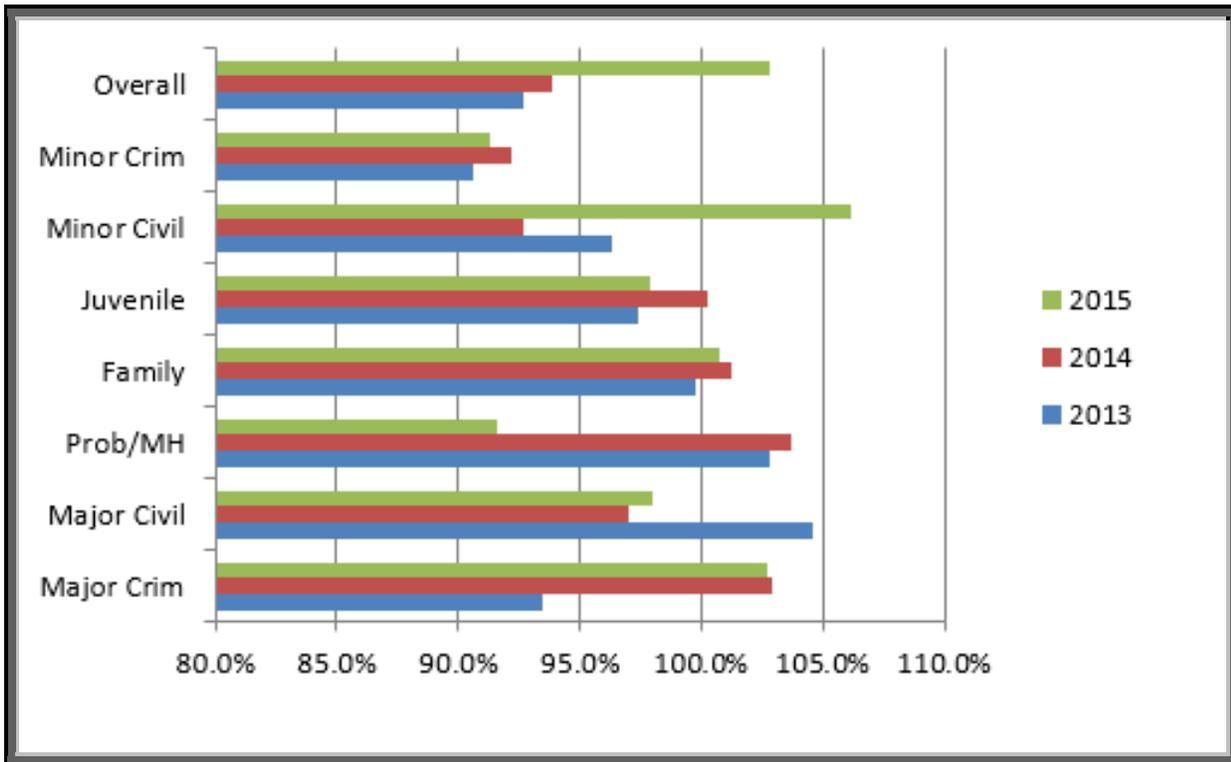
work environment during this time period. The leadership structure must support the ability to maintain authority to allocate resources and spend appropriated funds independently of the funding source. The ability that shared administration has to manage its own apportionment of funds ensures that local priorities are supported. This demonstrates how a shared administration leadership model can positively impact employee workplace satisfaction.

Finding 5: A Shared Administration Leadership Model Provides an Opportunity to Apply Performance Measures Across a District.

Successful court governance can be directly measured by the court's performance. In Minnesota, the judicial branch's reporting tools are used to monitor key results that measure performance in achieving accountability and public satisfaction. The State Court Administrator's office prepares an annual report identifying key results and measures of the judiciary (State Court Administrator's Office Court Services Division, Research & Evaluation, 2015). These performance measures were reviewed and analyzed to identify trends or changes in the effectiveness of the Sixth Judicial District. In this manner, reporting tools can be used to actively monitor existing benchmarks to ensure that goals are met. This is particularly useful for purposes of comparing local and state results.

A key performance measure is how quickly and timely the courts dispose of cases. Clearance rates for the Sixth Judicial District were compared over a three-year time period to evaluate how the new leadership approach in the Sixth District has impacted this area. Table 7 compares the clearance rates for all cases within the four counties of the Sixth District; it also breaks it down by the following case categories: minor criminal, minor civil, juvenile, family, probate and mental health, major civil, and major criminal.

Table 7. Performance Measures: Sixth Judicial District’s Clearance Rate Comparison

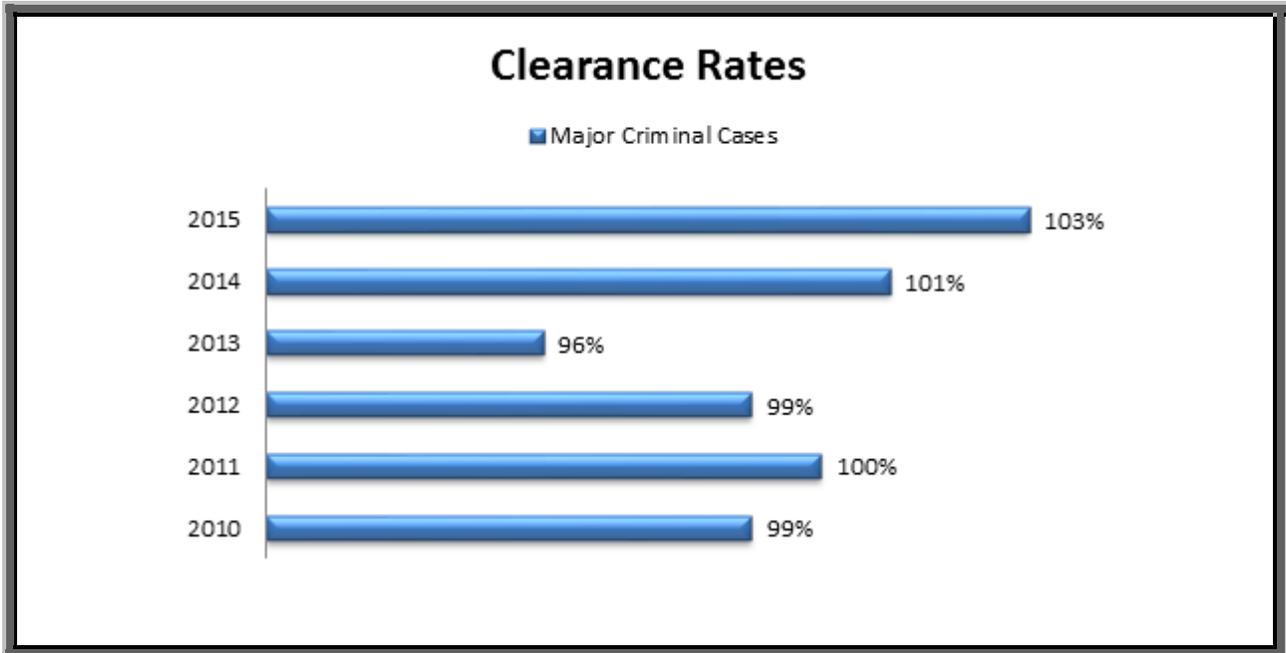


As Table 7 indicates, there was a dramatic improvement in the overall clearance rates, from under 95% in 2013 and 2014 to over a 100% clearance rate in 2015 (Appendix 10). Other areas of significance were seen in the area of minor civil with a jump from about 92% in 2014 to 106% in 2015. An explanation for this increase could be attributed to a centralized effort in the Sixth Judicial District to process default judgment cases centrally. This expedites the processing of these administrative cases. There was a decrease in the probate mental health area with a rate of 91%; a contributing factor might be attributed to a new centralization effort undertaken in 2015 where all probate case processing was transferred from local courthouses to a central unit in Duluth while at the same time a new electronic accounting tool was implemented statewide for the electronic filing of conservatorship annual accounting.

Another area to examine is the Time to Disposition reports. These reports provide information to determine if the courts met the timing objectives for case disposition. As cases are

reviewed weekly by an Operations Manager for the district, adjustments are made to identify delays in meeting these objectives. This responsibility evolved to a single point-of-contact in the district to help reduce an area of poor performance, specifically in the major criminal case category (see Table 8).

Table 8. Performance Measures: Sixth Judicial District’s Clearance Rates – Major Criminal

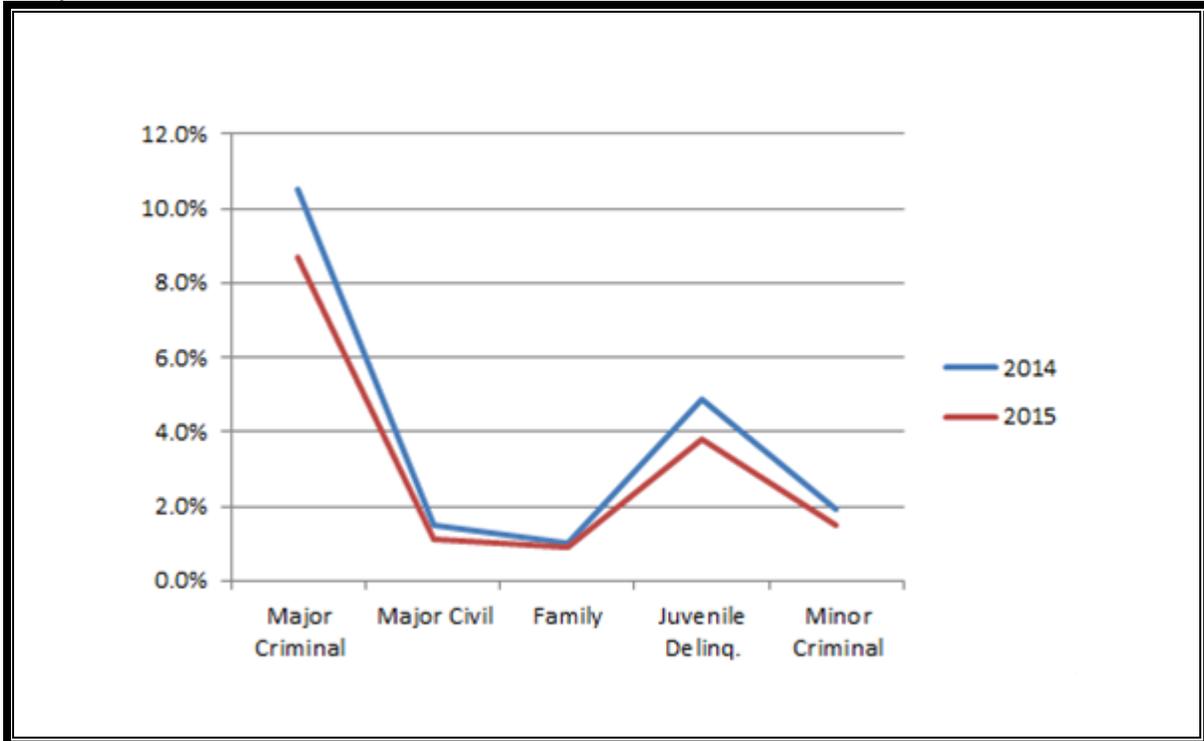


The shared leadership structure streamlined management of the responsibilities associated with districtwide monitoring of performance measures. It is streamlined by assigning one Court Operations Manager to oversee this initiative for the entire district. The manager is given decision making authority over all locations, so issues can be quickly resolved. This single point of contact provides the district with specialized knowledge and experience in this area of case management without duplication of resources in each separate courthouse.

Over time, as the manager becomes more proficient in this area, further efficiencies are realized for the district. However, this effort takes time; maximum results may not be gained quickly. For this reason, outcomes should be measured over a longer period of time. Table 9

identifies clearance rate comparisons for cases in the categories of major criminal, major civil, family, juvenile delinquency, and minor criminal. As indicated, all areas demonstrated a decrease in the number of cases disposed of beyond the 99th percentile of each category. This is a positive reflection of using one point of contact in the district for performance management.

Table 9. Performance Measures: Sixth Judicial District’s Percent of Cases Disposed Beyond the 99th Percentile



Conclusions and Recommendations

Conclusion 1: The Sixth Judicial District Utilizes a Shared Leadership Structure.

The Sixth Judicial District moved to a shared administration model in the spring of 2013. The leadership structure consists of the Chief Judge of the District, the Assistant Chief Judge, and the Administration Committee – comprised of six judges representing each of the courthouses of the district. This leadership is responsible for deciding district policy and procedure. The District Administrator, also the Chief Executive Officer for the district, along with the Assistant District Administrator, provide administrative leadership, develop policy implementation strategies, and coordinate and communicate administrative matters throughout the district and the judicial branch. The shared administration model includes a Chief Financial Officer, who is responsible for oversight of the district’s financial planning and management, and a Chief Operational Officer, who serves as the Multi-County Court Administrator for Carlton, Cook, Lake, and St. Louis Counties. Additionally, under the court operations umbrella, three Court Operations Managers are assigned to the Duluth, Range, and Carlton/Shore courthouse operations and specialize in specific areas of operations for the district, e.g. performance measures, local practices, and centralized projects. There is an on-site working supervisor in each of the six courthouse locations.

Recommendation 1: The Sixth Judicial District Should Routinely Monitor the Effectiveness of its Current Leadership Structure.

It is critical to evaluate the accomplishments and failures of this new leadership structure to determine its successes and identify areas that need to be improved upon. The current leadership structure incorporates a monitoring body in the Administrative Committee. This committee meets quarterly to review district policy and procedures, thus incorporating a routine review of the leadership model. Criteria that should be monitored by this committee includes

evaluation of the effectiveness of decision making and whether they are accountable, productive, and meet the needs of the public. The Minnesota Judicial Branch's reporting tools can be used to monitor success in achieving accountability and public satisfaction.

Conclusion 2: A Shared Administration Model Stimulates Reengineering Efforts Including Centralization, Automation, and Consolidation Along with Promoting Equalization of Resources Throughout the State Based on Established Workload Measures.

Efforts to create a unified court system, such as implementation of a statewide electronic and automated case management system, and centralized responses to changes in the workforce demographics are further supported by a shared administration model. The opportunities that lead to the shared court administrator structure in the Sixth Judicial District resulted from a convergence of several factors. The retirement of half of the district's judges and all three of its County Court Administrators, the transition to a state funded court, the rapid transition to a person-based statewide case management system, which in turn allowed for a completely electronic record, opened the door for changes in processes and procedures. Each of these changes provided opportunity to explore other ways of doing business. A shared administration model provides mechanisms to leverage future service delivery methods made possible by centralization, consolidation, and system automation.

Recommendation 2: When Opportunities Are Presented, Minnesota's District Courts Should Explore the Implementation of a Shared Administration Leadership Structure.

There are many factors that influence leadership structures and the resulting flexibility they offer. Leadership structures should be continually evaluated. It is important to recognize opportunities to explore new leadership concepts. Court leaders should be encouraged to re-examine the traditional leadership methods and consider alternative ideas, to think outside the box, and to break the mold of the single county court administrator model. Other opportunities may be found in geographical clusters of smaller counties. In the Sixth Judicial District,

centralization of court responsibilities was utilized to streamline processes and provide work to small counties to support staffing levels necessary to maintain a fully operational court. Such creative thinking may lead to additional benefits for the courts and increase the district's problem-solving capacity.

Conclusion 3: The Sixth Judicial District's Shared Leadership Structure Influenced Effectiveness of Its Courts.

The Minnesota Judicial Branch's reporting tools demonstrate that the Sixth Judicial District has increased accountability, public satisfaction and the effectiveness of its courts. Improvements have been demonstrated in several areas of performance measurements, including workplace quality, clearance rates, and length of time to disposition.

Recommendation 3: The Sixth Judicial District Court's Shared Administration Leadership Team Should Identify New Opportunities to Increase the Effectiveness of Its Courts.

The Sixth Judicial District should continue to monitor its performance measures and to explore other areas of improvement. The Quality Court Workplace Survey For Employees identified potential areas for improvement including workload, communication and training. The Sixth Judicial District leadership team should identify strategies to increase employee satisfaction in these areas and apply motivational principles and methods. Through careful and regular monitoring of performance measures, adjustments can be made to ensure the vision and mission of the courts are met. In turn, this will ensure the effectiveness of the courts and enhance court performance.

Conclusion 4: A Successful Shared Administration Model Must Have Leaders Who Demonstrate the Areas of Leadership Competency.

Selection methods for successful leaders must be based on individual merits. Historically, leadership positions have been decided based on seniority or using the 'next in line' approach. However, for leadership roles to successfully meet the increasing demands placed on court

professionals, it is critical to evaluate the hiring process to ensure that the best candidate is selected for each position. Professional, trained, skilled, and knowledgeable leaders must be selected for key leadership positions. Judicial districts throughout the state of Minnesota can also realize the benefits that a multi-county court administrator brings to the management structure. To begin, districts should evaluate and mentor potential leaders so that they are able to step into a newly developed role when an opportunity is presented.

Recommendation 4: District Courts Should Select Leaders that Display the Leadership Competency.

A shared administration model has the mechanisms in place to uniformly implement important policies throughout the judicial districts. However, managers must also be strong advocates for centralizing processes and possess expert knowledge in areas of work that can be centralized. Managers must also develop strong relationships with the court operational supervisors that they supervise and communicate both policy changes and structural reassignments of responsibilities to ensure support by front line staff. Using the leadership competency as a guide for selection and professional development of district leaders provides an objective mechanism to achieve these goals.

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Appendices

Appendix 1. Judicial Branch Vision, Mission, and Core Values



Judicial Branch Vision, Mission, and Core Values

The elements of this strategic plan are designed to support the mission, vision, and core values of the Minnesota Judicial Branch:

Vision

The general public and those who use the court system will refer to it as accessible, fair, consistent, responsive, free of discrimination, independent, and well-managed.

Mission

To provide justice through a system that assures equal access for the fair and timely resolution of cases and controversies.

Core Values

Core values that the judicial system must embrace if it is to perform successfully its unique role in society:

Judicial Independence and Accountability

Equal Justice, Fair and Respectful Treatment of All

Customer Focused—Internally and Externally

Accessible

Affordable

Quality Commitment to Excellence and Quality Work Environment

Commitment to Effective Communication

Predictability of Procedures

Balance Between Individualized Justice and Predictability of Outcome

Efficient

Innovative and Self Analytical

(Minnesota Judicial Branch, 2015)

Appendix 2. Interview Invitation and Questions

Turnquist, Amy

Subject: Discuss Court Administration Structure
Location: Judge's Chambers

Organizer: Turnquist, Amy

Interview Judge Floerke, Judge Pagliaccetti, Marieta Johnson for my Fellow's Program
Topic is Shared Court Administration Structure:

Members of the Sixth Judicial Administration Committee, including the Sixth District Chief Judge, Assistant Chief Judge, and District Administrator will be interviewed to gain an understanding of the reasons for creating the shared court administration structure currently utilized in the Sixth Judicial District.

Interview Questions:

1. Describe the Leadership Structure utilized in your District.
2. What led to the decision to adopt the court administration leadership structure?
 - a. What were the circumstances that led to implement a shared court administrator structures?
 - b. What were the planning and preparation activities that occurred in advance of adopting the shared structure?
3. What level of Leadership Support can you report from various stakeholder groups (e.g. judges, court administrators, court staff, agency partners, county boards, etc.)?
4. What was the impact on Staff Morale?
5. Describe Core Competencies of a Court Administrator in a Shared Role?
6. What are the Key Operational Support/Structure Needs?
7. Lessons Learned/Advice to Others?

Appendix 3. Email Survey to Shared Court Administration within Districts

From: [Turnquist, Amy](#)
To: [Turnquist, Amy](#)
Bcc: [LeCocq, Bonnie](#); [Sommerville, Robert](#); [Bessler, Camille](#); [Jones, Sean](#); [McDonnell, Teresa](#); [Narlock, Kathy](#); [Messner, Karen \(Court Administrator - McLeod/Sibley\)](#); [Iverson, Kelly](#); [Weikle, Carol](#); [Belgard, Connie](#); [Brandel, Denise](#); [Cossette, Janice](#); [Woehler, Cheryl](#); [Bot, Rhonda](#); [Ouren, Kathryn](#); [Tollefson, Sandee](#); [Eckhardt, Cheryl](#); [Fox, Diane](#); [Mueske, Debra](#)
Subject: gathering information
Date: Wednesday, January 06, 2016 9:58:24 AM
Attachments: [image003.png](#)

Greetings!

I am writing a paper for the ICM Fellows Program on shared court administration. I am compiling information regarding those court administrators in Minnesota who are a Multi-County Court Administrator. I was hoping you would be able to help me by responding to the questions below.

Thank-you, for you time,

Amy

Amy L. Turnquist

Multi-County Court Administrator

Sixth Judicial District

Carlton|Cook|Lake|St. Louis: Duluth, Hibbing, Virginia

218-733-2962

For each of your Counties please list (break down by county):

- A. Name of the County**
- B. Number of chambered Judges**
- C. Number of Court Operation Supervisors**
- D. Number of Lead-workers**
- E. Number of:**
 - i. Sr. Court Clerks**
 - ii. Calendar Clerks**
 - iii. Screeners/Collectors**

**Appendix 4. Minnesota Judicial Branch Quality Court Workplace Survey for
Employees**

Welcome to the Quality Court Workplace Survey for Employees!

This survey has 31 questions, divided into 6 numbered sections, followed by several demographic questions. The survey will take approximately ten minutes to complete. Please answer all questions based on your current work experience and specific court location or work unit. You will also have an opportunity to include comments at the end of the survey. Thank you for making the time to take this survey.

QUESTIONS					
<p>Please respond to the questions by circling the best response:</p> <p>1 = Strongly Disagree 2 = Disagree 3 = Neither Disagree nor Agree 4 = Agree 5 = Strongly Agree</p>	1	2	3	4	5
1. My work unit works to find 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. My 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 Minnesota Judicial Branch.	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. Important information is communicated to me in a timely manner.	1	2	3	4	5
13. The leadership structure of the Branch meets the needs of my court.	1	2	3	4	5
14. I enjoy coming to work.	1	2	3	4	5
15. The people I work with take a personal interest in me.	1	2	3	4	5
16. Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	1	2	3	4	5
17. I have regular meetings with my supervisors that are useful and meaningful.	1	2	3	4	5
18. When appropriate, I am encouraged to use my own judgment in getting the job done.	1	2	3	4	5
19. I have the materials equipment, and supplies necessary to do my job well.	1	2	3	4	5
20. My coworkers care about the quality of services and programs we provide.	1	2	3	4	5
21. On my job, I know exactly what is expected of me.	1	2	3	4	5
22. I am proud that I work in my court.	1	2	3	4	5
23. My time and talents are used well.	1	2	3	4	5
24. I get the training I need to do my job well.	1	2	3	4	5
25. I know what it means for me to be successful on the job.	1	2	3	4	5

26. My supervisor is available when I have questions or need help.	1	2	3	4	5
27. I am able to keep up with my workload without feeling overwhelmed.	1	2	3	4	5
28. My workplace is engaged in creating an environment where all persons are valued and treated with respect regardless of differences in individual characteristics, i.e. age, gender, religion, race, ethnicity, sexual orientation, disability, etc.	1	2	3	4	5
29. I am able to collaborate effectively with those outside my immediate county/division to improve our work.	1	2	3	4	5
30. I am skilled in communicating and working effectively with co-workers, clients, and or court users from diverse backgrounds.	1	2	3	4	5
31. I feel safe at my workplace.	1	2	3	4	5
32. What is your role in the courts? a. Administrator: District or County b. Manager c. Staff d. Supervisor e. Leadworker	a.	b.	c.	d.	e.
33. How long have you been employed by the Minnesota Judicial Branch? (Please round to the nearest year.)					
Please include any additional comments regarding your workplace environment in the space below.					

Your answers will be confidential. Your individual survey responses will not be shared with anyone, but will be combined with others and reported at a summary level. Comments will be shared in reports, unless they refer to a specific individual.

Summary information will not be reported for groups of fewer than 10 people. For example, if there are 5 staff members in your county/division that respond to the survey, your county/division may decide to include these results only at the district level. Or, the results may be combined with another county/division and reported together. The same requirement of 10 responses applies to all groupings (e.g. years with the branch, role in the court, etc.).

Appendix 5. Minnesota Judicial Branch Policy 505.1 Timing Objectives for Case Dispositions



Minnesota Judicial Branch

Policy Source:	Minnesota Judicial Council
Policy Number:	505.1
Category:	Court Operations
Title:	Timing Objectives for Case Dispositions
Effective Date:	July 22, 2006; August 19, 2010
Revision Date(s):	August 19, 2010
Supersedes:	Formerly established by CCJ w/exception of Minor Criminal ¹

Timing Objectives for Case Dispositions and Permanency Orders

The Timing Objectives for Case Dispositions and Permanency Orders² by Judicial District are as follows:

<u>Type of Case</u>	<u>Percentage of Cases to be Disposed of Within Set Time</u>
Major Criminal	
Felony, gross misdemeanor	90% in 4 months 97% in 6 months 99% in 12 months
Major Civil	
Personal Injury, Contract, Property Damage, Harassment, Other Civil	90% in 12 months 97% in 18 months 99% in 24 months
Major Family	
Domestic Violence (Orders for Protection)	90% in 2 months 97% in 3 months 99% in 4 months
Length of Time to State Ward Adoptions	60% in 24 months

¹ These timing objectives were formerly established by the Conference of Chief Judges, with the exception of Minor Criminal.

² "Permanency orders" means an order for one of the following: protective supervision with a parent after the child was removed from the parent, trial home visit, reunification, transfer of permanent legal and physical custody to a relative, termination of parental rights, or long-term foster care.

<u>Type of Case</u>	<u>Percentage of Cases to be Disposed of Within Set Time</u>
Dissolution	90% in 12 months 97% in 18 months 99% in 24 months
Major Juvenile Delinquency: Felony, Gross Misdemeanor, Misdemeanor	90% in 3 months 97% in 5 months 99% in 6 months
Length of Time to Permanency Order ²	50% in 6 months 90% in 12 months 99% in 18 months
Minor Criminal 5th Deg. Assault, Non-Traffic Misdemeanor or Petty, Misdemeanor DWI, Other Traffic	90% in 3 months 97% in 6 months 99% in 9 months

Appendix 6. Sixth Judicial District Case Filings 2005 thru 2014



Filings By Jurisdiction 2005 Thru 2014

Report Run Date: 1/6/2016

Page 1 of 2

**Accurate conciliation counts are unavailable from 1/1/2004 to 3/31/2008 and are not included in this report

Location / WCL Type	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	13-14	05-14	Total
Carlton County	7,622	8,401	7,057	6,794	7,539	7,348	6,851	7,138	7,510	7,223	-4%	-5%	73,483
Cook County	2,281	2,582	2,525	1,987	1,615	2,103	1,796	1,899	1,600	1,482	-7%	-35%	19,870
Lake County	2,593	2,711	2,030	1,906	1,755	2,024	1,892	2,148	1,949	1,482	-24%	-43%	20,490
St. Louis County	0	0	0	0	0	0	0	0	0	0	0%	0%	0
St. Louis, Duluth	112,159	103,313	102,083	93,444	33,034	31,082	30,872	28,755	29,935	26,244	-12%	-77%	590,901
St. Louis, Hibbing	10,499	9,627	8,342	8,716	6,582	5,515	5,843	6,040	5,730	5,911	3%	-44%	72,785
St. Louis, Virginia	20,111	15,327	14,848	14,789	10,633	8,439	8,838	9,997	9,455	8,950	-5%	-55%	121,367
St. Louis County Total	142,769	128,267	125,253	116,929	50,229	45,038	45,553	44,792	45,120	41,105	-9%	-71%	785,053
6th Judicial District	155,265	141,961	136,865	127,616	61,138	56,511	56,092	55,977	56,179	51,292	-9%	-67%	898,896
Grand Total:	155,265	141,961	136,865	127,616	61,138	56,511	56,092	55,977	56,179	51,292	-9%	-67%	898,896

[Click to View How MNJAD Case Statistics are calculated](#)

[Click to View Disposition Criteria](#)

[Click to View Case Statistics Criteria](#)

* District and County totals include only locations selected for this report



Filings By Jurisdiction

Report Run Date: 1/6/2016

Page 2 of 2

2005 Thru 2014

**Accurate conciliation counts are unavailable from 1/1/2004 to 3/31/2008 and are not included in this report

Report Selection Criteria

Scope: Carlton County, Cook County, Lake County, St. Louis County, St. Louis, Duluth, St. Louis, Hibbing, St. Louis, Virginia

Reporting Period: 2005 Thru 2014

Statistic Type: Filings

WCL Case Type(s): All WCL Types

Combined Jurisdiction: No

Data Current As of: 12/31/2015

Detail Report Limit: Results of the detail report are limited to 10,000 records due to resource limitations

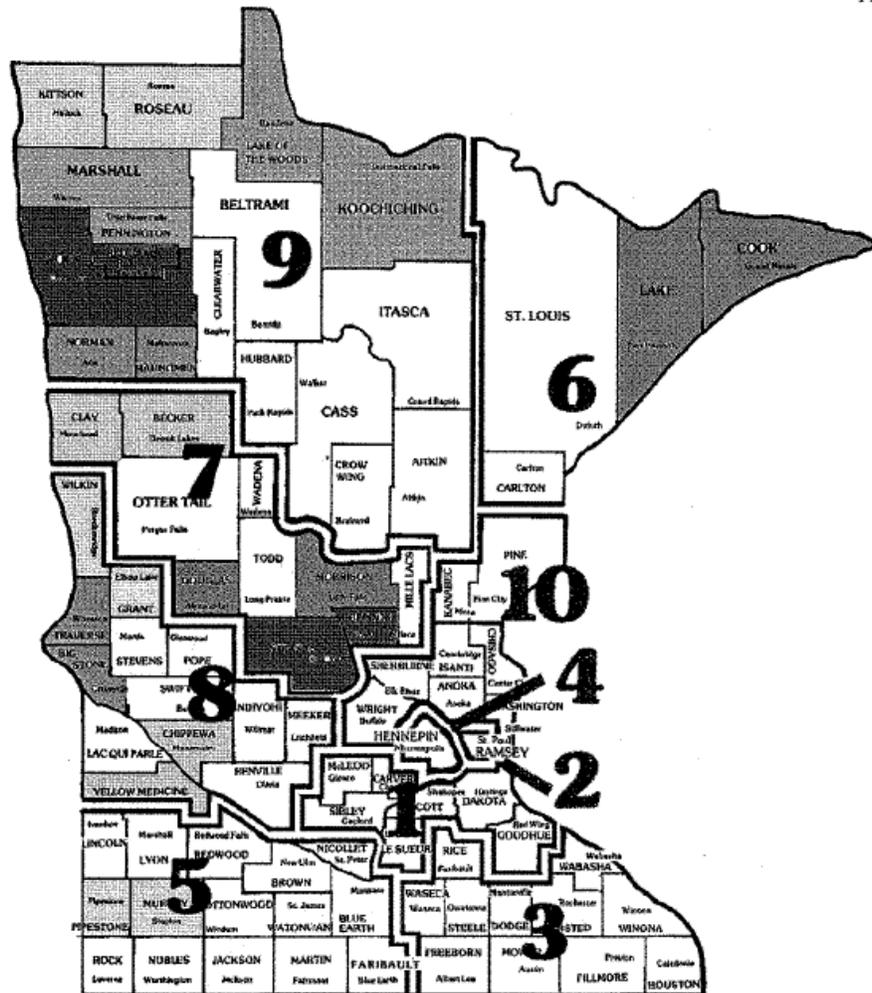
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* District and County totals include only locations selected for this report

Appendix 7. 2005 State of Minnesota Counties with Shared Court Administrators



	Counties with Shared Court Administrators	Court Administrator	# of Chambered Judges	# of Court Ops Supervisors	# of Lead-workers	# of SR CC, CC, Cal Clk, Ser/Cof Pos
5	Murray/Pipestone Jackson/Watonwan	Steven Schultz Kelly Iverson	0/1 1/0	0/0 0/0	1/1 1/0	2/2 4/5.6
6	Cook/Lake	Larry Saur	0/1	0/.94	.88/0	1.5/2.82
7	Douglas/Morrison Benton/Stearns Clay/Becker	Rhonda Russell Timothy Roberts Jan Cossette	2/2 2/8 4/2	2/1 1/2 1/1	0/0 0/5 2/0	9/9 9/31.84 16/10
8	Traverse/Big Stone Pope/Stevens Wilkin/Grant Chippewa/Yellow Medicine	Roger Strand Sandra Tollefson Diane Fox Cheryl Eckhardt	0/0 1/1 1/0 1/1	0/0 0/0 0/0 0/1	0/0 0/0 0/1 0/0	1.8/2 4/2 2/1 5/3
9	Hubbard/Clearwater Koochiching/Lake of the Woods Marshall/Pennington Roscau/Kittson Mahnomen/Norman Polk/Red Lake	Darlene Gerbracht Carol Clauson Janice Johnston Teresa McDonnell Lori Wiebolt Kathy Narlock	1/1 1/0 1/1 1/0 1/0 2/0	.5/.5 0/0 0/1 1/0 1/0 1/1	0/0 0/1 0/0 0/0 0/0 0/0	5.5/3 3/1 2/4 3/2 3/3 9.8/1

**Appendix 8. Results of the Minnesota Judicial Branch Quality Court Workplace Survey
for Employees**

QUESTION	Strongly Disagree/D isagree	Neither	Agree/ Strongly Agree	MEAN
8. I am treated with respect.	12%	14%	75%	3.9
9. When I do my job well, I am likely to be recognized and thanked by my supervisor.	12%	22%	66%	3.8
16. Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	17%	29%	54%	3.5
17. I have regular meetings with my supervisor that are useful and meaningful.	14%	25%	61%	3.6
26. My supervisor is available when I have questions or need help.	20%	10%	69%	3.8
SUPERVISORY AND MANAGEMENT	75			
4. My court is respected in the community.	5%	32%	63%	3.8
10. My working conditions and environment enable me to do my job well.	12%	24%	64%	3.7
19. I have the materials equipment, and supplies necessary to do my job well.	19%	10%	71%	3.7
27. I am able to keep up with my workload without feeling overwhelmed.	27%	24%	49%	3.2
31. I feel safe at my workplace.	3%	12%	85%	4.2
WORK CONDITIONS	75			

5. The people I work with can be relied upon when I need help.	7%	7%	86%	4.3
15. The people I work with take a personal interest in me.	10%	15%	75%	3.9
20. My coworkers care about the quality of services and programs we provide.	5%	7%	88%	4.2
28. My workplace is engaged in creating an environment where all persons are valued and treated with respect regardless of differences in individual characteristics, i.e. age, gender, religion, race, ethnicity, sexual orientation.	15%	17%	68%	3.8
30. I am skilled in communicating and working effectively with co-workers, clients, and or court users from diverse backgrounds.	2%	10%	88%	4.2
INTERPERSONAL RELATIONS	81			
11. I feel valued by my supervisor based on my knowledge and contribution to my department, unit, or division.	14%	14%	73%	3.9
12. Important information is communicated to me in a timely manner.	25%	25%	49%	3.4
13. The leadership structure of the Branch meets the needs of my court.	8%	41%	51%	3.6
21. On my job, I know exactly what is expected of me.	5%	10%	85%	4.1
23. My time and talents are used well.	12%	7%	81%	4.0
25. I know what it means for me to be successful on the job.	3%	3%	93%	4.3

ACHIEVEMENT	77			
2. I am kept informed about matters that affect me in the workplace.	27%	14%	59%	3.5
7. I understand how my job contributes to the overall mission of the Minnesota Judicial Branch.	2%	5%	93%	4.3
14. I enjoy coming to work.	14%	15%	71%	3.9
22. I am proud that I work in my court.	5%	7%	88%	4.3
24. I get the training I need to do my job well.	24%	15%	61%	3.5
29. I am able to collaborate effectively with those outside my immediate county/division to improve our work.	5%	22%	73%	3.9
WORK ITSELF	80			
1. My work unit works to find ways to improve processes and procedures.	3%	12%	85%	4.3
3. As I gain experience, I am given responsibility for new and exciting challenges at work.	7%	15%	78%	4.0
6. I have an opportunity to develop my own special abilities.	10%	25%	64%	3.7
18. When appropriate, I am encouraged to use my own judgment in getting the job done.	5%	12%	83%	4.0
RESPONSIBILITY	80			

Appendix 9. 2008 & 2012 Quality Court Workplace Survey District Report: Sixth District



Run Date:
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2012 QCW Survey District/State Report:
District 6

Page 7



Work Environment: All

Branch Role: All

Years of Service: All

Supervision and Management		Q	Question	Agreement 2008	Mean 2008	Q	Question	Agreement 2012	Mean 2012
2008 Index	2012 Index	8	I am treated with respect.	68%	3.8	8	I am treated with respect.	81%	4.1
72	78	9	When I do my job well, I am likely to be recognized and thanked by my supervisor.	69%	3.7	9	When I do my job well, I am likely to be recognized and thanked by my supervisor.	77%	4.0
		16	Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	49%	3.2	16	Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	64%	3.6
		17	I have regular meetings with my supervisor that are useful and meaningful.	49%	3.3	17	I have regular meetings with my supervisor that are useful and meaningful.	66%	3.8
		26	My supervisor is available when I have questions or need help.	81%	4.0	26	My supervisor is available when I have questions or need help.	84%	4.1
Work Conditions		Q	Question	Agreement 2008	Mean 2008	Q	Question	Agreement 2012	Mean 2012
2008 Index	2012 Index	4	My court is respected in the community.	52%	3.6	4	My court is respected in the community.	72%	3.8
71	75	10	My working conditions and environment enable me to do my job well.	53%	3.4	10	My working conditions and environment enable me to do my job well.	73%	3.9
		19	I have the materials, equipment, and supplies necessary to do my job well.	80%	3.9	19	I have the materials, equipment, and supplies necessary to do my job well.	84%	4.1
		27	I am able to keep up with my workload without feeling overwhelmed.	49%	3.2	27	I am able to keep up with my workload without feeling overwhelmed.	58%	3.4
		31	I feel safe at my workplace	65%	3.7	31	I feel safe at my workplace	58%	3.5
Interpersonal Relations		Q	Question	Agreement 2008	Mean 2008	Q	Question	Agreement 2012	Mean 2012
2008 Index	2012 Index	5	The people I work with can be relied upon when I need help.	75%	4.1	5	The people I work with can be relied upon when I need help.	87%	4.2
79	81	15	The people I work with take a personal interest in me.	65%	3.8	15	The people I work with take a personal interest in me.	77%	4.0
		20	My coworkers care about the quality of services and programs we provide.	77%	4.0	20	My coworkers care about the quality of services and programs we provide.	76%	3.9
		28	My workplace is engaged in creating an environment where all persons are valued and treated with respect regardless of differences in individual characteristics (i.e. age, gender, religion, race/ethnicity, sexual orientation, disability, etc.).	60%	3.6	28	My workplace is engaged in creating an environment where all persons are valued and treated with respect regardless of differences in individual characteristics (i.e. age, gender, religion, race/ethnicity, sexual orientation, disability, etc.).	79%	3.8
		30	I am skilled in communicating and working effectively with coworkers, clients and/or court users from diverse backgrounds.	88%	4.3	30	I am skilled in communicating and working effectively with coworkers, clients and/or court users from diverse backgrounds.	91%	4.2



Run Date:
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AM

2012 QCW Survey District/State Report:
District 6

Page 8



Work Environment: All

Branch Role: All

Years of Service: All

Achievement		Q	Question	Agreement 2008	Mean 2008	Q	Question	Agreement 2012	Mean 2012
2008 Index	2012 Index								
74	78								
		11	I feel valued by my supervisor based on my knowledge and contribution to my department, unit, or division.	70%	3.8	11	I feel valued by my supervisor based on my knowledge and contribution to my department, unit, or division.	76%	4.0
		12	Important information is communicated to me in a timely manner.	51%	3.3	12	Important information is communicated to me in a timely manner.	59%	3.6
		13	The leadership structure of the Branch meets the needs of my court.	37%	3.0	13	The leadership structure of the Branch meets the needs of my court.	64%	3.7
		21	On my job, I know exactly what is expected of me.	88%	4.1	21	On my job, I know exactly what is expected of me.	87%	4.1
		23	My time and talents are used well.	67%	3.7	23	My time and talents are used well.	73%	3.8
		25	I know what it means for me to be successful on the job.	87%	4.2	25	I know what it means for me to be successful on the job.	84%	4.1

Work Itself		Q	Question	Agreement 2008	Mean 2008	Q	Question	Agreement 2012	Mean 2012
2008 Index	2012 Index								
74	78								
		2	I am kept informed about matters that affect me in my workplace.	52%	3.3	2	I am kept informed about matters that affect me in my workplace.	62%	3.5
		7	I understand how my job contributes to the overall mission of the Minnesota Judicial Branch.	81%	4.1	7	I understand how my job contributes to the overall mission of the Minnesota Judicial Branch.	95%	4.3
		14	I enjoy coming to work.	60%	3.5	14	I enjoy coming to work.	71%	3.8
		22	I am proud that I work in my court.	82%	4.1	22	I am proud that I work in my court.	87%	4.3
		24	I get the training I need to do my job well.	53%	3.4	24	I get the training I need to do my job well.	59%	3.6
		29	I am able to collaborate effectively with those outside my immediate county/division to improve our work.	60%	3.7	29	I am able to collaborate effectively with those outside my immediate county/division to improve our work.	74%	4.0

Responsibility		Q	Question	Agreement 2008	Mean 2008	Q	Question	Agreement 2012	Mean 2012
2008 Index	2012 Index								
77	78								
		1	My work unit looks for ways to improve processes and procedures.	88%	4.2	1	My work unit looks for ways to improve processes and procedures.	81%	4.0
		3	As I gain experience, I am given responsibility for new and exciting challenges at work.	54%	3.6	3	As I gain experience, I am given responsibility for new and exciting challenges at work.	62%	3.7
		6	I have an opportunity to develop my own special abilities.	48%	3.5	6	I have an opportunity to develop my own special abilities.	70%	3.8
		18	When appropriate, I am encouraged to use my own judgment in getting the job done.	84%	4.0	18	When appropriate, I am encouraged to use my own judgment in getting the job done.	83%	4.0

Appendix 10. Overall Clearance Rates



Clearance Rates By Jurisdiction

Report Run Date: 2/18/2016

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December 2014 Thru November 2015

**Accurate conciliation counts are unavailable from 1/1/2004 to 3/31/2008 and are not included in this report

Location / WCL Type	Clearance	Beginning Pending	Filings	Dispositions	Ending Pending
Carlton County	89.6 %	<u>392</u>	<u>570</u>	<u>511</u>	<u>451</u>
Cook County	108.9 %	<u>57</u>	<u>58</u>	<u>61</u>	<u>52</u>
Lake County	106.8 %	<u>65</u>	<u>88</u>	<u>94</u>	<u>59</u>
St. Louis County	0.0%	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
St. Louis, Duluth	105.7 %	<u>1,278</u>	<u>1,663</u>	<u>1,757</u>	<u>1,184</u>
St. Louis, Hibbing	99.3 %	<u>283</u>	<u>455</u>	<u>452</u>	<u>286</u>
St. Louis, Virginia	108.8 %	<u>379</u>	<u>582</u>	<u>633</u>	<u>328</u>
St. Louis County Total	105.3 %	<u>1,940</u>	<u>2,700</u>	<u>2,842</u>	<u>1,798</u>
6th Judicial District	102.8 %	<u>2,454</u>	<u>3,414</u>	<u>3,508</u>	<u>2,360</u>
Grand Total:	102.8 %	<u>2,454</u>	<u>3,414</u>	<u>3,508</u>	<u>2,360</u>

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* District and County totals include only locations selected for this report



Clearance Rates By Jurisdiction

Report Run Date: 2/18/2016

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December 2014 Thru November 2015

**Accurate conciliation counts are unavailable from 1/1/2004 to 3/31/2008 and are not included in this report

Report Selection Criteria

- Scope:** Carlton County,Cook County,Lake County,St. Louis County,St. Louis, Duluth,St. Louis, Hibbing,St. Louis, Virginia
- Reporting Period:** December, 2014 Thru November, 2015
- WCL Case Type(s):** Serious Felony,Felony DWI ,Other Felony,Gross Misdemeanor DWI,Other Gross Misdemeanor
- Combined Jurisdiction:** No
- Data Current As of:** 02/11/2016
- Detail Report Limit:** Results of the detail report are limited to 10,000 records due to resource limitations

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Clearance Rates By Jurisdiction

Report Run Date: 2/18/2016

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January 2014 Thru December 2014

**Accurate conciliation counts are unavailable from 1/1/2004 to 3/31/2008 and are not included in this report

Location / WCL Type	Clearance	Beginning Pending	Filings	Dispositions	Ending Pending
Carlton County	95.5 %	<u>3,186</u>	<u>7,785</u>	<u>7,437</u>	<u>3,533</u>
Cook County	101.3 %	<u>604</u>	<u>1,515</u>	<u>1,535</u>	<u>582</u>
Lake County	120.4 %	<u>1,490</u>	<u>1,584</u>	<u>1,907</u>	<u>1,167</u>
St. Louis County	0.0%	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
St. Louis, Duluth	92.8 %	<u>34,796</u>	<u>27,848</u>	<u>25,844</u>	<u>36,793</u>
St. Louis, Hibbing	93.4 %	<u>3,308</u>	<u>6,835</u>	<u>6,384</u>	<u>3,781</u>
St. Louis, Virginia	90.9 %	<u>5,036</u>	<u>9,362</u>	<u>8,513</u>	<u>5,881</u>
St. Louis County Total	92.5 %	<u>43,140</u>	<u>44,045</u>	<u>40,741</u>	<u>46,435</u>
6th Judicial District	94.0 %	<u>48,420</u>	<u>54,929</u>	<u>51,620</u>	<u>51,717</u>
Grand Total:	94.0 %	<u>48,420</u>	<u>54,929</u>	<u>51,620</u>	<u>51,717</u>

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* District and County totals include only locations selected for this report



Clearance Rates By Jurisdiction

Report Run Date: 2/18/2016

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January 2014 Thru December 2014

**Accurate conciliation counts are unavailable from 1/1/2004 to 3/31/2008 and are not included in this report

Report Selection Criteria

Scope: Carlton County, Cook County, Lake County, St. Louis County, St. Louis, Duluth, St. Louis, Hibbing, St. Louis, Virginia

Reporting Period: January, 2014 Thru December, 2014

WCL Case Type(s): All WCL Types

Combined Jurisdiction: No

Data Current As of: 02/11/2016

Detail Report Limit: Results of the detail report are limited to 10,000 records due to resource limitations

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Clearance Rates By Jurisdiction

Report Run Date: 2/18/2016

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January 2013 Thru December 2013

**Accurate conciliation counts are unavailable from 1/1/2004 to 3/31/2008 and are not included in this report

Location / WCL Type	Clearance	Beginning Pending	Filings	Dispositions	Ending Pending
Carlton County	99.6 %	<u>3,155</u>	<u>8,032</u>	<u>8,000</u>	<u>3,186</u>
Cook County	97.2 %	<u>559</u>	<u>1,629</u>	<u>1,583</u>	<u>604</u>
Lake County	100.0 %	<u>1,491</u>	<u>2,054</u>	<u>2,055</u>	<u>1,490</u>
St. Louis County	0.0%	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
St. Louis, Duluth	91.0 %	<u>32,036</u>	<u>31,127</u>	<u>28,333</u>	<u>34,796</u>
St. Louis, Hibbing	89.8 %	<u>2,740</u>	<u>6,492</u>	<u>5,830</u>	<u>3,308</u>
St. Louis, Virginia	92.2 %	<u>4,291</u>	<u>9,853</u>	<u>9,084</u>	<u>5,036</u>
St. Louis County Total	91.1 %	<u>39,067</u>	<u>47,472</u>	<u>43,247</u>	<u>43,140</u>
6th Judicial District	92.7 %	<u>44,272</u>	<u>59,187</u>	<u>54,885</u>	<u>48,420</u>
Grand Total:	92.7 %	<u>44,272</u>	<u>59,187</u>	<u>54,885</u>	<u>48,420</u>

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Clearance Rates By Jurisdiction

Report Run Date: 2/18/2016

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January 2013 Thru December 2013

**Accurate conciliation counts are unavailable from 1/1/2004 to 3/31/2008 and are not included in this report

Report Selection Criteria

Scope: Carlton County, Cook County, Lake County, St. Louis County, St. Louis, Duluth, St. Louis, Hibbing, St. Louis, Virginia

Reporting Period: January, 2013 Thru December, 2013

WCL Case Type(s): All WCL Types

Combined Jurisdiction: No

Data Current As of: 02/11/2016

Detail Report Limit: Results of the detail report are limited to 10,000 records due to resource limitations

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* District and County totals include only locations selected for this report