

A photograph of the Utah State Courts building, a large, modern, light-colored structure with a prominent central dome and classical columns. The building is set against a clear blue sky. In the foreground, there is a green lawn and a large tree on the left side. The text "UTAH STATE COURTS 2011 EMPLOYEE SURVEY RESULTS Statewide" is overlaid in purple on the lower half of the image.

UTAH STATE COURTS
2011 EMPLOYEE SURVEY RESULTS
Statewide

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BACKGROUND

The first employee survey was conducted in the Fall of 2006 and results were reported on both a statewide and district basis. The design of the survey followed the format provided as part of the CourtTools resources created by the National Center for State Courts. The survey was re-administered in the same format each Fall from 2007-2009. Survey results were utilized to inform management of the work environment successes and challenges, as well as, to provide a point of reference for each successive year to measure whether modifications in management practices impacted survey results.

For 2011 the Employee Survey has been redesigned specifically for the Utah Courts with the goal of measuring the factors which contribute to establishing a positive work environment which allows staff to be engaged and motivated to contribute to the mission of the Courts.

The mission of the Utah Courts is to provide the people an open, fair, efficient, and independent system for the advancement of justice under the law.

The Survey was administered throughout the months of November and December and all staff were invited to participate by following a link to a third party website. All respondents were asked to identify their district, position, and length of tenure with the courts with all responses remaining confidential. In addition, each statement allowed respondents to provide any further written information in an open ended format. The results are reported on both a statewide and district basis with the flexibility to examine down to the position level. There were a total of 785 responses statewide (625 staff and 160 management) which is 72% of the total workforce. Table 1 details responses by district.

Table 1 Response by District

District	Respondents	Percent of District Staff
1st District	40	87%
2nd District	53	67%
2nd Juvenile	64	81%
3rd District	142	82%
3rd Juvenile	98	62%
4th District	59	75%
4th Juvenile	54	72%
5th District	48	77%
6th District	19	66%
7th District	32	89%
8th District	20	74%
Appellate/Supreme Courts	29	50%
AOC	82	77%
Guardian ad Litem	49	64%

THE VALUE OF THE EMPLOYEE SURVEY

The Employee Survey is designed to solicit input from staff at all levels in a variety of areas which can be identified as contributing factors to a productive and positive workplace. This includes: immediate supervisors, management in the district, work environment, and engagement factors. All responses are rated on a five point scale as follows: 1 - strongly disagree, 2 - disagree, 3 - neutral, 4 - agree, 5 - strongly agree. Responses with an average rating closer to 1.0 indicate there may be a concern in the particular area the statement is addressing. Conversely, responses with an average rating closer to 5.0 indicate more successful practices in a particular area. Statements rated closer to 3.0 suggest there are nearly an equal amount of both positive and negative perceptions in the workplace.

In every instance the value of the feedback found in the Employee Survey is determined by how an individual supervisor, district (or office) management team, and individual employee strive to make a positive contribution to the work environment. The goal in each area surveyed should be to have a series of 5.0 ratings for each statement. For example: if the response to the statement “*communication with my supervisor is effective*” is rated at 2.50, then individual supervisors in that particular district/office should reflect on their individual practices and ask “what am I doing to contribute either negatively or positively to the rating” and take the appropriate action.

FACTOR 1 - AN EMPLOYEE'S IMMEDIATE SUPERVISOR

A primary factor in an employees' job satisfaction is their relationship with their immediate supervisor. In a 2011 nationwide survey conducted by the Society for Human Resource Management an employee's relationship with their immediate supervisor was ranked by 55% of the respondents as being very important, trailing only job security (63%) and opportunities to use skills and abilities (62%).

Table 2 Immediate Supervisor:

	All	Staff	Management
My supervisor makes effective use of my skills and abilities.	3.94	3.90	4.12
Communication with my supervisor is effective.	3.88	3.84	4.06
I receive adequate feedback on my performance from my supervisor.	3.85	3.81	3.99
My supervisor encourages people in my work group to function as a team.	4.04	3.99	4.24
My supervisor encourages people to exchange opinions and ideas.	3.79	3.73	4.05
My supervisor works effectively with the staff they supervise.	3.80	3.79	3.87
I am satisfied with how my supervisor handles conflict when it arises.	3.61	3.55	3.83

FACTOR 2 - THE MANAGEMENT TEAM

In most district/offices the management team is responsible for overseeing operations and offices throughout the district/office. In our organization the management team establishes the tone for the entirety of the operation and are where supervisors and staff take the cues on organizational culture and expectations.

Table 3 Management Team:

	All	Staff	Management
The information I receive from the management team in my district is clear and timely.	3.46	3.35	3.88
I am confident the management team in my district listens and responds to employees' concerns.	3.29	3.16	3.82
Communication within my district is effective.	3.24	3.15	3.57
I trust the management team in my district.	3.45	3.33	3.92
The management team in my district holds people accountable.	3.33	3.24	3.70
I believe employees are promoted based on their skills and performance within the guidelines outlined by policy.	3.03	2.84	3.72
The management team in my district understands the importance to employees of a good work/life balance.	3.66	3.55	4.07
Staff meetings are held on a regular basis.	3.82	3.72	4.22

FACTOR 3 - THE WORK ENVIRONMENT

An office's work environment is influenced by the collection of individuals working within it and the expected standards established to govern interaction. Recent restructuring throughout the court system has created an increased reliance on a team oriented approach to accomplish the work of the court both inside and outside the courtroom. A high performing team should embrace the factors in this area while offices and districts should work to reinforce a team oriented culture. Employees' who enjoy a positive work environment are often more productive and engaged, and while setting the tone for the workplace is the task of management, maintaining the environment is the charge of every employee.

Table 4 Work Environment:

	All	Staff	Management
I feel I am treated with respect in the workplace.	3.89	3.84	4.11
My colleagues and I work well as a team.	4.20	4.17	4.32
Morale in my district is generally high.	3.06	2.99	3.31
The workload on my team is fairly distributed.	3.65	3.57	3.94
The people I work with help each other out when needed.	4.21	4.14	4.48
There is an effective working relationship between my team and other teams within my district.	3.54	3.45	3.91
I am proud that I work in the courts.	4.12	4.03	4.45
I understand the mission of the courts.	4.30	4.25	4.50

FACTOR 4 - ENGAGEMENT

While all the factors of the Employee Survey contribute to employee engagement the statements in this area are most directly related to an individual employees' sense of their own value within the organization. The more valued and empowered an employee feels in their work and career potential the greater their sense of engagement. From a management perspective the practice of the fundamental principles delivered in the Excellence in Management Series training will assist a supervisor in maximizing the potential for staff to be engaged.

Table 5 Engagement:

	All	Staff	Management
I am allowed to make decisions that affect how I complete my work.	3.89	3.81	4.22
I am involved in the goal setting process for my performance plan.	4.00	3.95	4.19
I feel free to express my honest opinions on work related issues to my supervisor.	3.75	3.68	4.03
I feel an effort is made to get my input before decisions are made that impact me.	3.15	3.03	3.58
I feel my work is appreciated.	3.72	3.64	4.01
I receive the training necessary to perform my job effectively.	3.69	3.62	3.96
I clearly understand the expectations of my position.	4.19	4.18	4.21
I am allowed opportunities to work on the Online Training Program.	3.14	3.06	N/A

Table 6 Clerical (C), Probation(P) and, Administrative (A) Staff

	C	P	A
My supervisor makes effective use of my skills and abilities.	3.83	3.96	3.74
Communication with my supervisor is effective.	3.75	3.91	3.76
I receive adequate feedback on my performance from my supervisor.	3.81	3.88	3.55
My supervisor encourages people in my work group to function as a team.	3.90	4.12	3.78
My supervisor encourages people to exchange opinions and ideas.	3.53	3.93	3.78
My supervisor works effectively with the staff they supervise.	3.71	3.86	3.74
I am satisfied with how my supervisor handles conflict when it arises.	3.41	3.65	3.60
The information I receive from the management team in my district is clear and timely.	3.24	3.21	3.55
I am confident the management team in my district listens and responds to employees' concerns.	3.00	3.05	3.42
Communication within my district is effective.	2.97	3.08	3.19
I trust the management team in my district.	3.17	3.23	3.54
The management team in my district holds people accountable.	3.02	3.25	3.54
I believe employees are promoted based on their skills and performance within the guidelines outlined by policy.	2.72	2.90	2.94
The management team in my district understands the importance to employees of a good work/life balance.	3.44	3.48	3.69
Staff meetings are held on a regular basis.	3.38	4.26	3.78
I feel I am treated with respect in the workplace.	3.76	3.83	3.78
My colleagues and I work well as a team.	4.10	4.29	3.96
Morale in my district is generally high.	2.78	2.90	3.30
The workload on my team is fairly distributed.	3.47	3.75	3.46
The people I work with help each other out when needed.	4.00	4.29	4.05
There is an effective working relationship between my team and other teams within my district.	3.31	3.45	3.56
I am proud that I work in the courts.	4.00	3.90	4.00
I understand the mission of the courts.	4.15	4.23	4.33
I am allowed to make decisions that affect how I complete my work.	3.66	3.77	3.94
I am involved in the goal setting process for my performance plan.	3.90	4.19	3.68
I feel free to express my honest opinions on work related issues to my supervisor.	3.60	3.69	3.63
I feel an effort is made to get my input before decisions are made that impact me.	2.94	2.98	3.18
I feel my work is appreciated.	3.59	3.61	3.58
I receive the training necessary to perform my job effectively.	3.51	3.77	3.41
I clearly understand the expectations of my position.	4.15	4.20	3.95
I am allowed opportunities to work on the Online Training Program.	3.36	N/A	N/A

Table 7 Clerical (C), Probation(P) and, Administrative (A) Management

	C	P	A
My supervisor makes effective use of my skills and abilities.	4.07	4.21	4.10
Communication with my supervisor is effective.	3.90	4.31	4.24
I receive adequate feedback on my performance from my supervisor.	3.93	4.14	3.86
My supervisor encourages people in my work group to function as a team.	4.19	4.31	4.30
My supervisor encourages people to exchange opinions and ideas.	3.87	4.38	4.29
My supervisor works effectively with the staff they supervise.	3.73	4.10	3.95
I am satisfied with how my supervisor handles conflict when it arises.	3.64	4.14	4.05
The information I receive from the management team in my district is clear and timely.	3.76	4.07	4.05
I am confident the management team in my district listens and responds to employees' concerns.	3.64	4.07	4.19
Communication within my district is effective.	3.35	3.86	4.00
I trust the management team in my district.	3.76	4.03	4.33
The management team in my district holds people accountable.	3.40	4.28	4.19
I believe employees are promoted based on their skills and performance within the guidelines outlined by policy.	3.54	4.00	4.14
The management team in my district understands the importance to employees of a good work/life balance.	3.97	4.17	4.30
Staff meetings are held on a regular basis.	4.07	4.45	4.67
I feel I am treated with respect in the workplace.	3.92	4.41	4.38
My colleagues and I work well as a team.	4.30	4.28	4.43
Morale in my district is generally high.	3.11	3.45	3.95
The workload on my team is fairly distributed.	3.95	4.03	3.70
The people I work with help each other out when needed.	4.49	4.55	4.38
There is an effective working relationship between my team and other teams within my district.	3.88	3.76	4.25
I am proud that I work in the courts.	4.36	4.45	4.81
I understand the mission of the courts.	4.40	4.62	4.76
I am allowed to make decisions that affect how I complete my work.	4.13	4.28	4.33
I am involved in the goal setting process for my performance plan.	4.11	4.38	4.10
I feel free to express my honest opinions on work related issues to my supervisor.	3.85	4.41	4.19
I feel an effort is made to get my input before decisions are made that impact me.	3.33	4.00	4.00
I feel my work is appreciated.	4.00	4.00	4.05
I receive the training necessary to perform my job effectively.	3.87	4.03	4.10
I clearly understand the expectations of my position.	4.17	4.17	4.29
I am allowed opportunities to work on the Online Training Program.	3.76	N/A	N/A

Table 8 Clerical Staff and Clerical Management

	S	M
My supervisor makes effective use of my skills and abilities.	3.83	4.07
Communication with my supervisor is effective.	3.75	3.90
I receive adequate feedback on my performance from my supervisor.	3.81	3.93
My supervisor encourages people in my work group to function as a team.	3.90	4.19
My supervisor encourages people to exchange opinions and ideas.	3.53	3.87
My supervisor works effectively with the staff they supervise.	3.71	3.73
I am satisfied with how my supervisor handles conflict when it arises.	3.41	3.64
The information I receive from the management team in my district is clear and timely.	3.24	3.76
I am confident the management team in my district listens and responds to employees' concerns.	3.00	3.64
Communication within my district is effective.	2.97	3.35
I trust the management team in my district.	3.17	3.76
The management team in my district holds people accountable.	3.02	3.40
I believe employees are promoted based on their skills and performance within the guidelines outlined by policy.	2.72	3.54
The management team in my district understands the importance to employees of a good work/life balance.	3.44	3.97
Staff meetings are held on a regular basis.	3.38	4.07
I feel I am treated with respect in the workplace.	3.76	3.92
My colleagues and I work well as a team.	4.10	4.30
Morale in my district is generally high.	2.78	3.11
The workload on my team is fairly distributed.	3.47	3.95
The people I work with help each other out when needed.	4.00	4.49
There is an effective working relationship between my team and other teams within my district.	3.31	3.88
I am proud that I work in the courts.	4.00	4.36
I understand the mission of the courts.	4.15	4.40
I am allowed to make decisions that affect how I complete my work.	3.66	4.13
I am involved in the goal setting process for my performance plan.	3.90	4.11
I feel free to express my honest opinions on work related issues to my supervisor.	3.60	3.85
I feel an effort is made to get my input before decisions are made that impact me.	2.94	3.33
I feel my work is appreciated.	3.59	4.00
I receive the training necessary to perform my job effectively.	3.51	3.87
I clearly understand the expectations of my position.	4.15	4.17
I am allowed opportunities to work on the Online Training Program.	3.36	3.76

Table 9 Probation Staff and Probation Management

	S	M
My supervisor makes effective use of my skills and abilities.	3.96	4.21
Communication with my supervisor is effective.	3.91	4.31
I receive adequate feedback on my performance from my supervisor.	3.88	4.14
My supervisor encourages people in my work group to function as a team.	4.12	4.31
My supervisor encourages people to exchange opinions and ideas.	3.93	4.38
My supervisor works effectively with the staff they supervise.	3.86	4.10
I am satisfied with how my supervisor handles conflict when it arises.	3.65	4.14
The information I receive from the management team in my district is clear and timely.	3.21	4.07
I am confident the management team in my district listens and responds to employees' concerns.	3.05	4.07
Communication within my district is effective.	3.08	3.86
I trust the management team in my district.	3.23	4.03
The management team in my district holds people accountable.	3.25	4.28
I believe employees are promoted based on their skills and performance within the guidelines outlined by policy.	2.90	4.00
The management team in my district understands the importance to employees of a good work/life balance.	3.48	4.17
Staff meetings are held on a regular basis.	4.26	4.45
I feel I am treated with respect in the workplace.	3.83	4.41
My colleagues and I work well as a team.	4.29	4.28
Morale in my district is generally high.	2.90	3.45
The workload on my team is fairly distributed.	3.75	4.03
The people I work with help each other out when needed.	4.29	4.55
There is an effective working relationship between my team and other teams within my district.	3.45	3.76
I am proud that I work in the courts.	3.90	4.45
I understand the mission of the courts.	4.23	4.62
I am allowed to make decisions that affect how I complete my work.	3.77	4.28
I am involved in the goal setting process for my performance plan.	4.19	4.38
I feel free to express my honest opinions on work related issues to my supervisor.	3.69	4.41
I feel an effort is made to get my input before decisions are made that impact me.	2.98	4.00
I feel my work is appreciated.	3.61	4.00
I receive the training necessary to perform my job effectively.	3.77	4.03
I clearly understand the expectations of my position.	4.20	4.17
I am allowed opportunities to work on the Online Training Program.	N/A	N/A

Table 10 Administrative Staff and Administrative Management

	S	M
My supervisor makes effective use of my skills and abilities.	3.74	4.10
Communication with my supervisor is effective.	3.76	4.24
I receive adequate feedback on my performance from my supervisor.	3.55	3.86
My supervisor encourages people in my work group to function as a team.	3.78	4.30
My supervisor encourages people to exchange opinions and ideas.	3.78	4.29
My supervisor works effectively with the staff they supervise.	3.74	3.95
I am satisfied with how my supervisor handles conflict when it arises.	3.60	4.05
The information I receive from the management team in my district is clear and timely.	3.55	4.05
I am confident the management team in my district listens and responds to employees' concerns.	3.42	4.19
Communication within my district is effective.	3.19	4.00
I trust the management team in my district.	3.54	4.33
The management team in my district holds people accountable.	3.54	4.19
I believe employees are promoted based on their skills and performance within the guidelines outlined by policy.	2.94	4.14
The management team in my district understands the importance to employees of a good work/life balance.	3.69	4.30
Staff meetings are held on a regular basis.	3.78	4.67
I feel I am treated with respect in the workplace.	3.78	4.38
My colleagues and I work well as a team.	3.96	4.43
Morale in my district is generally high.	3.30	3.95
The workload on my team is fairly distributed.	3.46	3.70
The people I work with help each other out when needed.	4.05	4.38
There is an effective working relationship between my team and other teams within my district.	3.56	4.25
I am proud that I work in the courts.	4.00	4.81
I understand the mission of the courts.	4.33	4.76
I am allowed to make decisions that affect how I complete my work.	3.94	4.33
I am involved in the goal setting process for my performance plan.	3.68	4.10
I feel free to express my honest opinions on work related issues to my supervisor.	3.63	4.19
I feel an effort is made to get my input before decisions are made that impact me.	3.18	4.00
I feel my work is appreciated.	3.58	4.05
I receive the training necessary to perform my job effectively.	3.41	4.10
I clearly understand the expectations of my position.	3.95	4.29
I am allowed opportunities to work on the Online Training Program.	N/A	N/A

Table 11 Combined District/Juvenile/Appellate Courts - Staff and Management

	1st District		5th District		6th District		7th District		8th District		Appellate Courts	
	S	M	S	M	S	M	S	M	S	M	S	M
My supervisor makes effective use of my skills and abilities.	4.03	4.00	3.86	3.83	3.92	4.00	4.00	4.70	4.33	4.75	4.65	4.80
Communication with my supervisor is effective.	3.90	4.40	3.67	3.83	3.92	4.00	3.73	4.60	4.29	4.75	4.52	4.40
I receive adequate feedback on my performance from my supervisor.	4.00	4.00	4.03	3.92	3.50	4.00	4.09	4.50	4.20	5.00	4.43	4.00
My supervisor encourages people in my work group to function as a team.	3.93	4.60	3.97	3.92	3.55	4.14	3.95	4.70	4.29	5.00	4.64	4.00
My supervisor encourages people to exchange opinions and ideas.	3.97	4.60	3.74	3.67	3.42	3.86	4.05	4.60	4.00	5.00	4.55	4.25
My supervisor works effectively with the staff they supervise.	3.76	4.20	3.53	3.75	3.83	4.00	3.86	4.50	4.27	4.75	4.57	4.00
I am satisfied with how my supervisor handles conflict when it arises.	3.55	4.20	3.37	3.67	3.67	4.00	3.50	4.40	4.14	4.75	4.30	3.60
The information I receive from the management team in my district is clear and timely.	3.48	4.00	3.56	3.58	3.00	3.71	3.59	4.50	3.93	4.75	4.14	4.00
I am confident the management team in my district listens and responds to employees' concerns.	3.69	4.60	3.11	3.50	3.17	3.57	3.68	4.50	4.00	5.00	4.05	4.00
Communication within my district is effective.	3.28	4.00	3.31	3.50	2.92	3.57	3.59	4.20	3.87	4.25	4.00	4.00
I trust the management team in my district.	3.86	4.40	3.14	3.58	3.25	4.14	4.05	4.80	3.86	5.00	4.19	4.00
The management team in my district holds people accountable.	3.90	4.40	3.14	3.42	3.58	3.86	3.73	4.10	3.93	4.75	3.85	3.60
I believe employees are promoted based on their skills and performance within the guidelines outlined by policy.	3.45	4.00	2.86	3.33	3.08	3.86	3.41	4.70	3.40	4.50	3.80	4.40
The management team in my district understands the importance to employees of a good work/life balance.	4.10	4.60	3.56	3.92	3.67	4.00	3.91	4.70	4.14	5.00	4.43	4.40
Staff meetings are held on a regular basis.	4.21	4.60	4.28	3.92	3.17	3.86	4.09	4.30	4.14	4.75	3.41	4.50
I feel I am treated with respect in the workplace.	4.21	3.83	4.00	3.92	3.67	3.86	3.82	4.50	4.47	4.50	4.43	4.40
My colleagues and I work well as a team.	4.52	4.60	4.28	4.33	4.09	4.14	4.23	4.70	4.50	5.00	4.32	4.00
Morale in my district is generally high.	3.75	3.40	3.00	2.83	3.17	3.71	3.55	4.30	3.64	4.25	3.86	4.20
The workload on my team is fairly distributed.	3.69	4.60	3.53	3.92	4.09	3.71	3.91	4.80	3.93	4.50	4.41	3.80
The people I work with help each other out when needed.	4.48	4.33	4.14	4.33	3.92	4.43	4.09	4.80	4.40	4.50	4.30	4.80
There is an effective working relationship between my team and other teams within my district.	3.90	4.00	3.56	3.92	3.55	4.00	3.82	4.50	3.79	4.25	3.85	3.40
I am proud that I work in the courts.	4.28	4.40	4.22	4.08	4.00	4.43	4.27	4.90	4.21	4.75	4.55	4.80
I understand the mission of the courts.	4.28	4.60	4.25	4.25	4.17	4.14	4.32	4.70	4.21	5.00	4.73	5.00
I am allowed to make decisions that affect how I complete my work.	4.07	4.40	3.83	3.75	3.75	4.29	3.86	4.70	4.07	4.50	4.62	4.40
I am involved in the goal setting process for my performance plan.	4.03	4.40	4.11	4.00	4.25	4.14	4.36	4.70	4.07	5.00	4.19	5.00
I feel free to express my honest opinions on work related issues to my supervisor.	4.03	4.00	3.69	3.75	3.50	4.00	3.77	4.40	4.60	5.00	4.39	3.80
I feel an effort is made to get my input before decisions are made that impact me.	3.28	3.67	3.11	3.33	2.83	3.57	3.45	4.60	3.87	4.75	4.00	3.60
I feel my work is appreciated.	4.03	4.20	3.72	3.67	3.42	4.29	3.91	4.60	4.00	4.25	4.38	5.00
I receive the training necessary to perform my job effectively.	3.66	3.83	3.23	3.58	3.75	4.00	3.91	4.60	3.67	4.25	4.39	4.20
I clearly understand the expectations of my position.	4.10	4.20	3.94	3.83	4.17	4.29	4.23	4.70	4.33	4.75	4.64	4.40
I am allowed opportunities to work on the Online Training Program.												

Table 12 District/Juvenile Court and AOC - Staff and Management

	2nd District		2nd Juvenile		3rd District		3rd Juvenile		4th District		4th Juvenile		AOC	
	S	M	S	M	S	M	S	M	S	M	S	M	S	M
My supervisor makes effective use of my skills and abilities.	4.03	3.92	3.63	4.00	3.80	4.04	3.77	4.13	4.05	4.17	4.21	4.00	3.69	4.00
Communication with my supervisor is effective.	3.97	4.08	3.65	4.06	3.72	3.64	3.77	4.31	4.20	4.00	4.02	3.50	3.68	4.14
I receive adequate feedback on my performance from my supervisor.	4.03	4.00	3.52	3.88	3.78	3.96	3.69	4.00	3.85	4.00	4.19	3.60	3.42	3.57
My supervisor encourages people in my work group to function as a team.	4.28	4.17	3.73	4.13	3.92	4.04	4.05	4.38	4.05	4.42	4.23	3.90	3.70	4.23
My supervisor encourages people to exchange opinions and ideas.	3.81	3.73	3.47	4.06	3.42	3.73	3.79	4.20	3.90	4.00	4.23	3.90	3.73	4.21
My supervisor works effectively with the staff they supervise.	4.05	3.67	3.63	3.50	3.63	3.74	3.79	4.06	4.05	3.75	3.98	3.40	3.64	3.86
I am satisfied with how my supervisor handles conflict when it arises.	3.81	3.58	3.30	3.75	3.30	3.61	3.58	4.00	3.78	3.92	4.07	3.10	3.56	3.86
The information I receive from the management team in my district is clear and timely.	3.38	4.00	2.64	3.31	3.18	3.57	3.01	4.06	3.65	4.00	3.81	3.90	3.48	3.93
I am confident the management team in my district listens and responds to employees' concerns.	3.16	3.83	2.42	3.63	2.84	3.18	2.93	4.19	3.53	3.67	3.14	3.60	3.36	4.07
Communication within my district is effective.	3.16	3.38	2.43	3.19	2.88	3.04	2.89	3.63	3.32	3.50	3.47	3.30	3.09	4.00
I trust the management team in my district.	3.35	3.73	2.52	3.75	3.02	3.45	3.14	4.00	3.79	4.00	3.29	3.30	3.51	4.21
The management team in my district holds people accountable.	3.41	3.33	2.91	3.75	2.68	3.09	3.22	4.13	3.02	3.33	3.23	3.30	3.57	4.21
I believe employees are promoted based on their skills and performance within the guidelines outlined by policy.	2.95	3.17	2.21	4.00	2.43	3.17	2.75	3.75	3.30	3.67	3.05	3.50	2.89	3.93
The management team in my district understands the importance to employees of a good work/life balance.	3.32	3.58	3.02	4.06	3.40	3.87	3.29	4.13	3.88	4.17	3.53	3.40	3.69	4.15
Staff meetings are held on a regular basis.	3.57	4.17	3.74	4.25	3.14	3.86	3.81	4.25	3.32	4.17	4.44	4.50	3.76	4.79
I feel I am treated with respect in the workplace.	3.86	3.77	3.27	4.19	3.57	3.70	3.81	4.44	4.20	4.25	4.02	4.20	3.78	4.14
My colleagues and I work well as a team.	4.30	4.09	4.02	4.00	4.01	4.27	4.27	4.56	4.17	4.50	4.26	3.80	3.97	4.36
Morale in my district is generally high.	2.81	2.83	2.41	3.31	2.67	2.52	2.75	3.38	3.05	3.50	2.76	2.70	3.30	3.86
The workload on my team is fairly distributed.	3.56	3.75	3.59	3.69	3.23	3.61	3.77	4.19	3.85	4.25	3.63	3.60	3.42	3.54
The people I work with help each other out when needed.	4.00	4.54	3.68	4.25	3.97	4.39	4.31	4.50	4.24	4.75	4.47	4.70	4.06	4.29
There is an effective working relationship between my team and other teams within my district.	3.51	3.92	3.21	4.00	3.03	3.62	3.21	3.44	3.60	3.58	3.77	4.20	3.56	4.38
I am proud that I work in the courts.	3.92	3.92	3.84	4.31	3.85	4.23	3.77	4.63	4.27	4.42	4.05	4.60	4.06	4.79
I understand the mission of the courts.	4.30	4.25	4.11	4.38	4.03	4.09	4.18	4.69	4.39	4.67	4.28	4.80	4.41	4.79
I am allowed to make decisions that affect how I complete my work.	3.76	4.17	3.25	4.19	3.72	4.00	3.59	4.25	4.05	4.42	3.98	3.90	3.95	4.14
I am involved in the goal setting process for my performance plan.	3.92	4.17	3.86	4.06	3.85	3.86	4.03	4.06	3.98	4.33	4.21	4.30	3.51	3.77
I feel free to express my honest opinions on work related issues to my supervisor.	3.62	4.08	3.18	4.00	3.55	3.91	3.63	4.31	3.95	4.25	3.98	3.20	3.51	4.00
I feel an effort is made to get my input before decisions are made that impact me.	2.76	3.38	2.36	3.31	2.80	3.09	2.95	3.81	3.71	3.67	3.14	3.00	3.08	3.86
I feel my work is appreciated.	3.51	4.00	3.28	4.00	3.57	3.73	3.47	4.13	4.05	4.00	3.68	3.70	3.59	3.86
I receive the training necessary to perform my job effectively.	3.76	3.92	3.48	3.69	3.22	3.78	3.75	4.13	4.00	3.83	4.05	4.00	3.45	4.00
I clearly understand the expectations of my position.	4.22	4.17	3.91	3.94	4.20	3.96	4.28	4.50	4.29	4.33	4.37	3.90	3.94	4.29
I am allowed opportunities to work on the Online Training Program.	3.07				3.15				3.12					

Table 13 Staff and Management by Years of Service

	0 to 2 years		2 to 4 years		4 to 6 years		8 to 10 years		10 years +	
	S	M	S	M	S	M	S	M	S	M
My supervisor makes effective use of my skills and abilities.	4.10	4.25	4.02	*	3.83	4.00	3.36	4.44	3.90	4.12
Communication with my supervisor is effective.	4.16	4.50	3.97		3.62	4.00	3.48	3.78	3.78	4.06
I receive adequate feedback on my performance from my supervisor.	4.05	4.75	3.85		3.73	3.88	3.36	3.89	3.79	3.97
My supervisor encourages people in my work group to function as a team.	4.24	4.25	4.20		3.89	4.38	4.04	4.38	3.94	4.24
My supervisor encourages people to exchange opinions and ideas.	4.17	4.00	3.80		3.66	3.94	3.48	4.00	3.59	4.08
My supervisor works effectively with the staff they supervise.	4.10	4.75	3.90		3.66	3.69	3.56	3.78	3.70	3.88
I am satisfied with how my supervisor handles conflict when it arises.	3.94	4.00	3.71		3.39	3.63	3.14	3.78	3.48	3.86
The information I receive from the management team in my district is clear and timely.	3.94	4.50	3.40		3.24	3.63	2.81	4.22	3.23	3.89
I am confident the management team in my district listens and responds to employees' concerns.	3.89	4.00	3.34		2.86	3.88	2.58	3.89	2.96	3.83
Communication within my district is effective.	3.89	4.25	3.30		2.95	3.31	2.43	3.78	2.98	3.56
I trust the management team in my district.	4.03	4.25	3.45		3.21	3.75	2.54	4.00	3.12	3.93
The management team in my district holds people accountable.	3.91	4.00	3.28		2.96	3.19	2.85	3.67	3.16	3.76
I believe employees are promoted based on their skills and performance within the guidelines outlined by policy.	3.68	4.50	3.04		2.66	3.69	2.39	3.67	2.56	3.70
The management team in my district understands the importance to employees of a good work/life balance.	4.12	4.50	3.71		3.31	4.19	2.89	4.00	3.42	4.05
Staff meetings are held on a regular basis.	3.96	4.50	3.56		3.72	3.75	3.48	4.25	3.74	4.27
I feel I am treated with respect in the workplace.	4.41	4.25	4.03		3.69	4.13	3.25	4.33	3.67	4.10
My colleagues and I work well as a team.	4.47	4.00	4.29		4.06	4.44	3.70	4.22	4.13	4.30
Morale in my district is generally high.	3.93	3.25	3.17		2.71	3.44	2.43	3.56	2.73	3.27
The workload on my team is fairly distributed.	3.99	4.00	3.55		3.52	3.94	3.25	4.38	3.50	3.91
The people I work with help each other out when needed.	4.52	4.00	4.22		4.06	4.56	3.75	4.44	4.04	4.47
There is an effective working relationship between my team and other teams within my district.	3.77	4.25	3.55		3.32	4.06	2.93	3.75	3.40	3.94
I am proud that I work in the courts.	4.49	5.00	4.23		3.90	4.31	3.36	4.25	3.93	4.45
I understand the mission of the courts.	4.37	4.75	4.40		4.25	4.38	3.75	4.56	4.24	4.49
I am allowed to make decisions that affect how I complete my work.	4.12	4.25	3.90		3.70	4.00	3.32	4.44	3.78	4.23
I am involved in the goal setting process for my performance plan.	4.01	4.50	3.97		3.97	4.19	3.41	4.13	3.89	4.22
I feel free to express my honest opinions on work related issues to my supervisor.	4.13	4.25	3.90		3.55	4.00	3.11	3.89	3.53	4.02
I feel an effort is made to get my input before decisions are made that impact me.	3.89	4.50	3.30		2.78	3.19	2.23	2.89	2.79	3.66
I feel my work is appreciated.	4.14	3.75	3.77		3.44	4.00	3.11	4.22	3.57	4.00
I receive the training necessary to perform my job effectively.	4.01	4.50	3.70		3.51	3.75	3.11	4.11	3.56	3.94
I clearly understand the expectations of my position.	4.33	4.50	4.31		4.10	4.06	3.75	4.33	4.21	4.21
I am allowed opportunities to work on the Online Training Program.										
* only 1 response received										