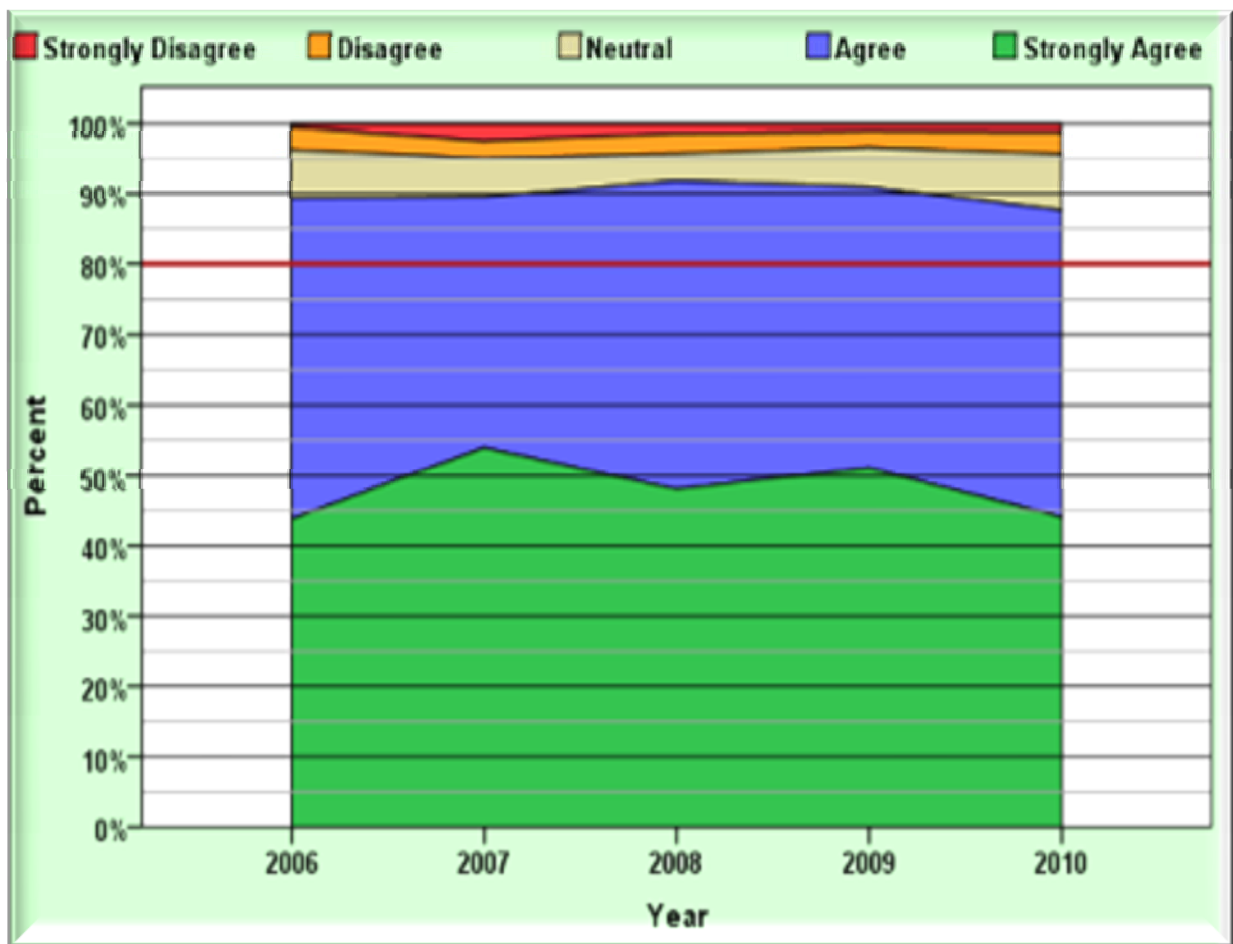


2010 COURT EMPLOYEE SATISFACTION SURVEY

ADMINISTRATIVE OFFICE OF THE NINETEENTH JUDICIAL CIRCUIT COURT OF LAKE COUNTY, ILLINOIS



What Do The Numbers Tell Us?

Nineteenth Judicial Circuit Court of Lake County, Illinois
2010 Court Employee Satisfaction Survey

Mission Statement:

The mission of the Circuit Court of Lake County is to serve the public. It accomplishes this mission by providing a fair and effective system of justice, committed to excellence and fostering public trust, understanding and confidence.

The Administrative Office of the Circuit Court supports this mission by providing a broad range of professional services and programs to the court, to court users, and to the general public. The Administrative Office assists the Chief Judge in carrying out his/her administrative duties in order for the judicial circuit to best serve the citizenry of Lake County.

Survey Purpose:

The Administrative Office of the Nineteenth Judicial Circuit is structured so that all executive and managerial functions of the court operate within a unified system, providing better coordination, communication, and efficiency. The Administrative Office includes all non-judicial court employees and is comprised of six operational divisions: Administrative Services, Adult Probation Services, Judicial Information and Technology, Judicial Operations, Juvenile Probation and Detention Services, and Psychological Services; in addition, two core support units provide technical support and services to each of the judges and divisions of the circuit. Each of the divisions and core support units of the Nineteenth Judicial Circuit support the mission of the court by providing services and programs specific to their unique scope of practice and area of expertise.

The Senior Management Team of the Nineteenth Judicial Circuit recognizes the talent, experience, and dedication to quality public service embodied by court employees. Knowing how employees perceive their workplace is, therefore, important for court managers in evaluating teamwork and management styles, in order to best facilitate organizational development. The *Court Employee Satisfaction Survey* is a research tool designed to assess the opinions of court employees on whether they have the materials, motivation, direction, sense of mission, and commitment to do quality work. The Senior Management Team of the Nineteenth Judicial Circuit believes that enhancing court employee job satisfaction ultimately leads to better service to the public. This belief is reflected in the standards that the court has established for itself in its most recent Strategic Plan (19th Judicial Circuit Strategic Plan, 2009):

- *The Court shall maintain its institutional integrity and observe the principle of comity in its governmental relations.*
- *The Court shall responsibly seek, use, and account for its public resources.*
- *The Court shall use fair employment practices.*

Survey Description:

The *Court Employee Satisfaction Survey* is based on twenty core dimensions of court employee satisfaction as identified by the National Center for State Courts (NCSC, 2005) and developed as part of the national CourTools–Trial Court Performance Measures initiative. 2010 marked the fifth consecutive year that court employees were surveyed using this instrument. The core dimensions included on the survey assess employee perceptions in such broad areas as organizational communication, performance appraisal, organizational cooperation, and resource allocation. These formed the basis for the initial survey of 19th Judicial Circuit employees in

The *Court Employee Satisfaction Survey* utilizes a standardized format and core content so that survey results can be reliably compared throughout the court organization, as well as with other jurisdictions participating in the CourTools initiative. The survey questionnaire requires respondents to rate their agreement with each item statement on a five-point Likert scale ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). Three open-ended questions are also included to solicit written feedback in order to determine specific strengths and weaknesses within the court organization. All responses are kept confidential; respondents are asked to identify themselves only in terms of their operational division and primary campus location, thus assuring a reasonable certainty of respondent anonymity while providing court directors with important information regarding their respective work areas.

[illegible]

The following questions are optional, but we invite you to provide additional feedback in the space provided below.

27 What do you believe that the Court as an organization does well?

28 What opportunities do you see for the Court as an organization to improve and develop?

29 What do you believe that the Court as an organization should stop doing?

The opinions of all court employees are assessed annually using the *Court Employee Satisfaction Survey*, usually during the final quarter of the calendar year. From 2006-08, the survey was administered in a hard copy format to all non-judicial court employees during the month of October. The 2009 survey was administered in November to coincide with the release of the Court's new website. In addition, the 2009 Court Employee Survey also utilized an online response form for employees to complete and submit their surveys electronically. Ninety-seven percent (97%) of all 2009 respondents took advantage of this method over the traditional hardcopy survey, which was made available to employees as an alternative. The 2010 Court Employee survey was also administered in November, in a similar fashion. Ninety-one percent (91%) of respondents used the online format during this most recent cycle.

The Court Employee Survey results are available as a SMAART Performance Management Program document to all 19th Judicial Circuit Court employees through the *Courts Daily* intranet website (<http://courts.lakeco.org/daily/>) and to the general public on the Court's website (http://www.19thcircuitcourt.state.il.us/resources/Pages/smaart.aspx#smaart_reports).

Survey Results:

The results of the *Court Employee Satisfaction Survey* are provided below.

Circuit-wide, the employee response rate to the survey has been very encouraging – averaging just above 74% over the five years that we have been conducting the survey. This has changed little with the adoption of an electronic format for survey completion during the 2009 and 2010 cycles. Although the response rate of any given year has remained much lower than the 90% participation goal that the Senior Management Team has set annually for this survey, it is none-the-less comparable to similar-sized courts surveyed by the National Center for State Courts in 2008 (see Table 1 below).

Table 1

CourTools Measure 9 Participation Rate Update

National Center for State Courts, July 2008

Court Type	State	Number of Staff (approx.)	Participation Rate (most recent)	Number of Participants	Participation Rate (previous)	
GJ	AZ	3000	49%	1470	30%	Large-Sized Courts
GJ	CA	1648	56%	923		
Statewide System	UT	1100	61%	671	42%	
GJ	DC	950	>50%	476		
GJ	MN	640	75%	480		Medium-Sized Courts
GJ	AZ	340	79%	269		
GJ	CA	320	61%	195	61%	
GJ	KS	300	78%	234		
GJ	CA	256	69%	177		
GJ	IL	252	65%	164	75%	
LJ	WA	245	71%	174		
Statewide System	ND	230	80%	184		Small-Sized Courts
LJ	AZ	53	58%	31		
LJ	WA	23	100%	23		
GJ	OH	26	98%	25		
GJ	OH	24	92%	22		
LJ	AR	14	100%	14		
GJ	WA	9	90%	8		
GJ	IN	4	100%	4		
TOTAL		9434	58.8%	5543		

GJ = General Jurisdiction Court
 LJ = Limited Jurisdiction Court

Table 2 below provides a breakdown of the response rate based on operational division and campus location over time. Note that prior to 2009, Administrative Services and Judicial Information & Technology were measured collectively as part of the Core Support Unit (as indicated by the asterisks below). Based on the return rates for 2010, Adult Probation Services, Judicial Information and Technology, and Psychological Services are each slightly over-represented in overall results, whereas Judicial Operations and Juvenile Probation and Detention Services are each under-represented. These relative representations are less pronounced when the results are examined by campus location. Judicial Operations, for example, is the majority division in terms of both workforce and number of returns within the Main Courthouse. Likewise for Adult Probation Services at 215 West Water Street and Juvenile Probation and Detention Services in the Depke Juvenile Justice Center. Therefore, examining results by campus location are heavily influenced by and are a reasonable measure of the attitudes inherent in these three largest of the six operational divisions. Additionally, staff

from each of the remaining divisions and units are spread among the three primary campus locations.

Table 2

19th Judicial Circuit Court Employee Survey – 2010 Response Rate Analysis

Response Rate by Division									
Division	Workforce (as of 11/03/10)	Percent of Workforce	Returns (as of 12/03/10)	Percent of Returns	2010 Return Rate	2009 Return Rate	2008 Return Rate	2007 Return Rate	2006 Return Rate
Administrative Services & Core Support	11	4.9%	8	4.9%	72.7%	100%	80.0%*	68.8%*	75.0%*
Adult Probation	82	36.4%	61	37.7%	74.3%	65.5%	78.6%	63.1%	71.4%
Judicial Information & Technology	8	3.6%	8	4.9%	100%	100%	80.0%*	68.8%*	75.0%*
Judicial Operations	25	11.1%	14	8.6%	56.0%	74.1%	60.4%	61.4%	81.8%
Juvenile Services	87	38.7%	60	37.0%	69.0%	83.1%	90.6%	61.6%	64.6%
Psychological Services	12	5.3%	11	6.8%	91.7%	75.0%	100%	75.0%	100%
Not Identified							(2)	(6)	(7)
TOTAL	225		162		72.0%	76.7%	81.4%	65.3%	75.3%

Response Rate by Location									
Location	Workforce (as of 11/03/10)	Percent of Workforce	Returns (as of 12/03/10)	Percent of Returns	2010 Return Rate	2009 Return Rate	2008 Return Rate	2007 Return Rate	2006 Return Rate
Main Courthouse	43	19.1%	27	16.7%	62.8%	84.1%	64.6%	64.3%	85.7%
215 W. Water Street	90	40.0%	71	43.8%	78.9%	70.2%	81.1%	64.9%	72.3%
Depke Complex	92	40.9%	64	39.5%	69.6%	79.8%	90.8%	61.4%	65.7%
Not Identified							(2)	(4)	(6)
TOTAL	225		162		72.0%	76.7%	81.4%	65.3%	75.3%

The following tables provide data for the rate of agreement to each of the 26 Likert scale items contained on the *Court Employee Satisfaction Survey*. The rate of agreement is determined by the percent of valid responses (i.e., all numerical responses) to an item that were answered as either “Agree” (4) or “Strongly Agree” (5). Responses that were answered as either “Don’t Know” (N/A) or are missing were excluded from the analysis of that particular item. Table 3 provides the circuit-wide rate of agreement over time from 2006 (far right column) through 2010. Table 4 and Table 5 illustrate the 2010 rate of agreement by operational division and campus location, respectively; the 2010 circuit-wide rate of agreement is pale-colored for comparison. A performance goal of 80% agreement was established for each item. Color-coding allows directors and managers to prioritize those items which require corrective action. Each percentage on these tables is color-coded using the following scheme:

	≥ 90% Agreement
	80% - 89.9% Agreement
	70% - 79.9% Agreement
	60% - 69.9% Agreement
	50.1% - 59.9% Agreement
	≤ 50% Agreement

Table 3

19th Judicial Circuit Court-Wide Rate of Agreement 2006 - 2010					
Key: >90% Agreement 80 - 89.9% Agreement 70 - 79.9% Agreement 60 - 69.9% Agreement < 60% Agreement					
Item	Rate of Agreement				
	2010	2009	2008	2007	2006
1. I understand what is expected of me.	87.6%	91.0%	91.9%	89.6%	89.4%
2. I am kept informed about matters that affect me in the workplace.	69.0%	66.9%	70.3%	64.6%	66.4%
3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job.	74.5%	79.1%	77.1%	75.6%	64.2%
4. I am able to do my best every day.	82.7%	83.7%	86.1%	84.5%	77.3%
5. Communication within my division/unit is good.	64.7%	65.2%	60.4%	59.3%	55.2%
6. In the last month, I was recognized or thanked for doing a good job.	64.6%	61.8%	65.4%	65.9%	51.7%
7. Someone in the court organization cares about me as a person.	73.6%	77.6%	65.2%	68.6%	66.5%
8. I have opportunities to express my opinion about how things are done in my unit/division.	65.4%	73.6%	71.9%	69.8%	64.7%
9. The court organization is well-respected in the community.	69.0%	73.9%	64.7%	70.4%	70.0%
10. My co-workers work well together.	63.6%	71.3%	72.1%	69.1%	63.6%
11. I am encouraged to try new ways of doing things.	61.1%	62.7%	57.1%	62.3%	56.2%
12. I understand the connection between the work I do and the mission & goals of the court organization.	87.0%	89.3%	86.6%	92.6%	84.3%
13. My working conditions and environment enable me to do my job well.	67.1%	72.5%	66.0%	70.0%	47.9%
14. I feel valued by my supervisor based on my knowledge and contribution to my unit/division/team.	70.2%	74.6%	73.4%	71.4%	66.0%
15. I feel free to speak my mind.	63.0%	69.3%	61.9%	56.1%	52.4%
16. In the last month, someone in the court organization has talked to me about my performance.	76.1%	74.6%	50.0%	67.5%	49.8%
17. I enjoy coming to work.	77.2%	81.4%	77.6%	70.7%	68.3%
18. My co-workers care about the quality of services and programs we provide.	82.0%	85.9%	73.9%	74.0%	74.0%
19. I am treated with respect.	76.5%	83.1%	77.5%	79.3%	67.4%
20. I am proud that I work in the judicial system.	87.6%	94.3%	90.0%	88.4%	85.5%
21. The court organization's leadership communicates important information to me in a timely fashion.	56.2%	70.6%	54.8%	59.9%	N/A
22. The court uses my time and talents well.	69.4%	70.6%	63.7%	65.6%	N/A
23. Court managers, supervisors, and team leaders work well with employees of different backgrounds.	63.1%	71.4%	67.2%	68.7%	N/A
24. The Courts Daily is an effective tool in providing me with regular information about court-wide issues, initiatives and activities.	58.0%	68.9%	58.0%	59.8%	N/A
25. My regular meetings with my supervisor (e.g., one-on-one) are useful and meaningful.	58.3%	63.3%	66.8%	N/A	N/A
26. In the last six months, I have spoken with my supervisor/manager about my career or performance development.	78.1%	76.3%	54.9%	N/A	N/A

Table 4

19th Judicial Circuit Agreement Rate by Division 2010							
Key: >90% Agreement 80 - 89.9% Agreement 70 - 79.9% Agreement 60 - 69.9% Agreement < 60% Agreement							
Item	Rate of Agreement - 2010						
	19th Circuit	Admin	Adult	JIS	OPS	Juv	Psych
1. I understand what is expected of me.	87.6%	85.7%	79.7%	100%	93.3%	91.5%	100%
2. I am kept informed about matters that affect me in the workplace.	59.0%	57.1%	52.5%	100%	53.3%	57.6%	81.8%
3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job.	74.5%	100%	72.1%	100%	86.7%	67.8%	72.7%
4. I am able to do my best every day.	82.7%	71.4%	77.0%	100%	86.7%	85.0%	90.9%
5. Communication within my division/unit is good.	54.7%	57.1%	50.8%	87.5%	60.0%	46.8%	90.9%
6. In the last month, I was recognized or thanked for doing a good job.	64.6%	42.9%	60.0%	62.5%	60.0%	70.0%	81.8%
7. Someone in the court organization cares about me as a person.	73.6%	71.4%	63.3%	87.5%	71.4%	79.7%	90.9%
8. I have opportunities to express my opinion about how things are done in my unit/division.	65.4%	57.1%	54.1%	87.5%	60.0%	71.7%	90.9%
9. The court organization is well-respected in the community.	69.0%	57.1%	50.8%	87.5%	78.6%	80.7%	90.9%
10. My co-workers work well together.	63.6%	85.7%	62.3%	75.0%	66.7%	58.3%	72.7%
11. I am encouraged to try new ways of doing things.	61.1%	57.1%	50.8%	87.5%	60.0%	65.0%	81.8%
12. I understand the connection between the work I do and the goals & mission of the court organization.	87.0%	85.7%	77.0%	100%	86.7%	93.2%	100%
13. My working conditions and environment enable me to do my job well.	67.1%	85.7%	60.7%	100%	86.7%	59.3%	81.8%
14. I feel valued by my supervisor based on my knowledge and contribution to my unit/division/team.	70.2%	57.1%	55.7%	87.5%	66.7%	79.7%	100%
15. I feel free to speak my mind.	63.0%	57.1%	59.0%	87.5%	46.7%	63.3%	90.9%
16. In the last month, someone in the court organization has talked to me about my performance.	76.1%	66.7%	66.7%	87.5%	73.3%	84.7%	81.8%
17. I enjoy coming to work.	77.2%	71.4%	67.2%	100%	86.7%	81.7%	81.8%
18. My co-workers care about the quality of services and programs we provide.	82.0%	85.7%	77.0%	100%	86.7%	79.7%	100%
19. I am treated with respect.	76.5%	85.7%	70.5%	100%	73.3%	76.7%	90.9%
20. I am proud that I work in the judicial system.	87.6%	85.7%	73.8%	100%	100%	95.6%	90.9%
21. The court organization's leadership communicates important information to me in a timely fashion.	56.2%	57.1%	41.0%	87.5%	73.3%	60.0%	72.7%
22. The court uses my time and talents well.	69.4%	100%	50.0%	87.5%	80.0%	76.3%	90.9%
23. Court managers, supervisors, and team leaders work well with employees of different backgrounds.	63.1%	57.1%	55.7%	75.0%	78.6%	67.8%	54.5%
24. The Courts Daily is an effective tool in providing me with regular information about court-wide issues, initiatives and activities.	58.0%	20.6%	39.3%	62.5%	66.7%	71.7%	90.9%
25. My regular meetings with my supervisor (e.g., one-on-one) are useful and meaningful.	58.3%	66.7%	45.8%	87.5%	73.3%	57.8%	81.8%
26. In the last six months, I have spoken with my supervisor/manager about my career or performance development.	78.1%	71.4%	73.3%	75.0%	60.0%	88.1%	81.8%

Table 5

19th Judicial Circuit Agreement Rate by Campus 2010				
Key: ■ ≥90% Agreement ■ 80 – 89.9 % Agreement ■ 70 – 79.9 % Agreement ■ 60 – 69.9% Agreement ■ < 60% Agreement				
Item	Rate of Agreement - 2010			
	19th Circuit	Main Courthouse	215 W. Water	Depke Complex
1. I understand what is expected of me.	87.6%	92.6%	81.7%	92.1%
2. I am kept informed about matters that affect me in the workplace.	59.0%	66.7%	56.3%	58.7%
3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job.	74.5%	92.6%	71.8%	69.8%
4. I am able to do my best every day.	82.7%	88.9%	77.5%	85.9%
5. Communication within my division/unit is good.	54.7%	66.7%	56.3%	47.6%
6. In the last month, I was recognized or thanked for doing a good job.	64.6%	51.9%	64.3%	70.3%
7. Someone in the court organization cares about me as a person.	73.6%	76.9%	65.7%	81.0%
8. I have opportunities to express my opinion about how things are done in my unit/division.	65.4%	63.0%	59.2%	73.4%
9. The court organization is well-respected in the community.	69.0%	76.0%	55.1%	82.0%
10. My co-workers work well together.	63.6%	74.1%	63.4%	59.4%
11. I am encouraged to try new ways of doing things.	61.1%	63.0%	54.9%	67.2%
12. I understand the connection between the work I do and the goals & mission of the court organization.	87.0%	88.9%	80.3%	93.7%
13. My working conditions and environment enable me to do my job well.	67.1%	88.9%	63.4%	61.9%
14. I feel valued by my supervisor based on my knowledge and contribution to my unit/division/team.	70.2%	66.7%	62.0%	81.0%
15. I feel free to speak my mind.	63.0%	55.6%	63.4%	65.6%
16. In the last month, someone in the court organization has talked to me about my performance.	76.1%	76.9%	68.6%	84.1%
17. I enjoy coming to work.	77.2%	85.2%	69.0%	82.8%
18. My co-workers care about the quality of services and programs we provide.	82.0%	92.6%	78.9%	81.0%
19. I am treated with respect.	76.5%	81.5%	73.2%	78.1%
20. I am proud that I work in the judicial system.	87.6%	96.3%	76.1%	96.8%
21. The court organization's leadership communicates important information to me in a timely fashion.	56.2%	74.1%	43.7%	62.5%
22. The court uses my time and talents well.	69.4%	85.2%	65.7%	77.8%
23. Court managers, supervisors, and team leaders work well with employees of different backgrounds.	63.1%	69.2%	54.9%	69.8%
24. The <i>Courts Daily</i> is an effective tool in providing me with regular information about court-wide issues, initiatives and activities.	58.0%	55.6%	45.1%	73.4%
25. My regular meetings with my supervisor (e.g., one-on-one) are useful and meaningful.	58.3%	73.1%	60.7%	60.7%
26. In the last six months, I have spoken with my supervisor/manager about my career or performance development.	78.1%	66.7%	74.3%	87.3%

The next set of tables below demonstrate how the Rate of Agreement has changed over time for the Administrative Office of the Circuit Court overall (Table 6), as well as for each of the primary campus locations: Main Courthouse (Table 7), 215 West Water Street (Table 8), and the Depke Juvenile Justice Complex (Table 9). These tables also illustrate the change in the Rate of Agreement from 2009 - 2010 cycles of the Court Employee Satisfaction Survey, as well as the change from the first cycle of the survey in 2006 through 2010. Although the Rate of Agreement for most items across the court's three primary campuses for 2010 was typically lower than those for 2009, the scores were generally higher across the five years of the survey.

The results on these tables are formatted slightly different from those noted above; whereas the former are presented sequentially, the following tables are based on the broad groupings of items resulting from an item analysis conducted following the 2006 Court Employee Satisfaction Survey cycle, and subsequently confirmed following the 2007 cycle. The analysis was based only on those 20 core items that were included in the NCSC Court Employee Satisfaction Survey template. This analysis generated three primary clusters – the first of which was further divided into two smaller groups. These clusters are:

- Communication (Cluster 1a)
 - 2. I am kept informed about matters that affect me in the workplace.
 - 5. Communication within my division / unit is good.
 - 8. I have opportunities to express how things are done in my unit / division.
 - 14. I feel valued by my supervisor based on my knowledge and contribution to my unit / division / team.
 - 15. I feel free to speak my mind.

- Recognition (Cluster 1b)
 - 6. In the last month, I was recognized or thanked for doing a good job.
 - 7. Someone in the court organization cares about me as a person.
 - 11. I am encouraged to try new ways of doing things.
 - 16. In the last month, someone in the court organization has talked to me about my performance.
 - 19. I am treated with respect.
- Cooperation (Cluster 2)
 - 9. The court organization is well-respected in the community.
 - 10. My co-workers work well together.
 - 17. I enjoy coming to work.
 - 18. My co-workers care about the quality of services and programs we provide.
 - 20. I am proud that I work in the judicial system.
- Expectation (Cluster 3)
 - 1. I understand what is expected of me.
 - 3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job.
 - 4. I am able to do my best every day.
 - 12. I understand the connection between the work I do and the goals and mission of the court organization.
 - 13. My working conditions and environment enable me to do my job well.

Because the items within each of the clusters are so closely interrelated, improvements made to one particular item may have a positive impact on other items within that cluster, but a negligible impact on items within other clusters. For example (see Table 8), Adult Probation Services did not move to its present building located at 215 W. Water Street until the summer of 2007. As expected, the impact of this move on item 13 (*My working conditions and environment enable me to do my job well*) was extremely positive, increasing from 26% agreement in 2006 to 72% in 2007. The impact of this move, however, also dramatically increased the Rate of Agreement in every other item of Cluster 3 - most by at least 10 or more percentage points. The Rate of Agreement change of other clusters and items during this same time period was far less dramatic. Likewise, changing the month in which the survey was administered between the 2008 (October) and 2009 (November) cycles had a significant positive impact on the Rate of Agreement for Cluster 1b for each of the campus locations within the court organization. These items primarily reflect employee perceptions of the feedback and encouragement that they receive from their supervisors – October is typically the month in which employee performance evaluations are completed within the court organization. Therefore, all employees should have participated in a performance evaluation with their supervisor in the month preceding the Court Employee Satisfaction Survey.

Each year following the annual Court Employee Satisfaction Survey, division directors are tasked with developing an improvement plan for their respective areas based on the survey results. The benefit of these broad clusters of items is to allow division directors to better focus in on those issues that might present themselves among employees from one year to the next. Improvement efforts initiated by directors and court managers over the past several years have included the following:

2006 - 07

- Formation of employee-based Court Administrative Team Survey (CATS) Committee to make recommendations for organizational improvements to the Senior Management Team.
- Publication and distribution of a court-wide Customer Service Manual.
- Established regular monthly meetings for court staff to share information, discuss ideas, and address concerns regarding Evidence-Based Practices (EBP) in community corrections.
- Expanded opportunities for staff to become certified trainers.

2007 - 08

- Increasing the number of fleet vehicles available to staff; installing OnStar® on new fleet vehicles.
- Coordinating with the Administrative Office of the Illinois Courts (AOIC) to make probation officer basic training available locally in Lake County.
- Redistribution of staff workloads through new hires, prioritizing cases based on offender risk and need, and internal restructuring of work units.
- Updating staff Safety Manuals.

2008 - 09

- Senior Management Team participating at divisional meetings in each of the primary campus locations.
- Increased communication and transparency regarding issues directly affecting Court staff, especially the budget crisis, H1N1 workplace precautions, and Continuation of Operations (COOP) preparedness planning.
- Provided greater opportunities for staff professional development, such as leadership involvement with the Illinois Probation & Court Services Association (IPCSA), participation in court certification programs offered through the Institute for Court Management (ICM), and trainer education programs.
- Increased commitment to and implementation of internal succession planning throughout the Court organization.

2009 - 10

- Conducting an internal SWOT Analysis (*Strengths-Weaknesses-Opportunities-Threats*) regarding current management practices, organizational policies and procedures, and technologies in order to improve operational efficiency, reduce costs, and increase employee involvement.
- Improving the delivery of services to court clients and stakeholders, by determining the key contributors and barriers to quality service, and soliciting improvement ideas from those employees who deal with these customers on a daily basis.
- Managing issues that may arise from changes in programs or practices in real-time so that they can be addressed pro-actively, rather than re-actively, with the greatest benefit of the change being realized at the earliest possible opportunity.
- Assisting the Chief Judge, Executive Director, and the Judicial Human Resources Team to recognize the key issues and concerns of employees and to advocate these at the state, county and internal management levels.

Table 6

Court-Wide Rate of Agreement Change 2006 - 2010							
Key: ■ >90% Agreement ■ 80 – 89.9% Agreement ■ 70 – 79.9% Agreement ■ 60 – 69.9% Agreement ■ < 60% Agreement							
Item / CLUSTER	Rate of Agreement						
	Change 2006-10	Change 2009-10	2010	2009	2008	2007	2006
2. I am kept informed about matters that affect me in the workplace.	+ 3.6	- 6.9	59.0	65.9	70.3	64.6	55.4
5. Communication within my division / unit is good.	- 0.5	- 10.5	64.7	65.2	60.4	59.3	65.2
8. I have opportunities to express my opinion about how things are done in my unit / division.	+ 0.7	- 8.2	65.4	73.6	71.9	69.8	64.7
14. I feel valued by my supervisor based on my knowledge and contribution to my unit / division / team.	+ 4.2	- 4.4	70.2	74.6	73.4	71.4	66.0
15. I feel free to speak my mind.	+ 10.6	- 6.3	63.0	69.3	61.9	56.1	62.4
CLUSTER 1a: COMMUNICATION	+ 3.8	- 7.2	62.5	69.7	67.6	64.2	56.7
6. In the last month, I was recognized or thanked for doing a good job.	+ 12.9	+ 2.8	64.6	61.8	65.4	65.9	51.7
7. Someone in the court organization cares about me as a person.	+ 7.1	- 4.0	73.6	77.6	65.2	68.6	66.5
11. I am encouraged to try new ways of doing things.	+ 4.9	- 1.6	61.1	62.7	57.1	62.3	56.2
16. In the last month, someone in the court organization has talked to me about my performance.	+ 26.3	+ 1.5	76.1	74.6	60.0	67.5	49.8
19. I am treated with respect.	+ 9.1	- 6.6	76.5	83.1	77.5	78.3	67.4
CLUSTER 1b: RECOGNITION	+ 12.1	- 1.6	70.4	72.0	63.0	68.7	58.3
9. The court organization is well-respected in the community.	- 1.0	- 4.9	69.0	73.9	64.7	70.4	70.0
10. My co-workers work well together.	N/C	- 7.7	63.6	71.3	72.1	69.1	63.6
17. I enjoy coming to work.	+ 8.9	- 4.2	77.2	81.4	77.6	70.7	68.3
18. My co-workers care about the quality of services and programs we provide.	+ 8.0	- 3.9	82.0	85.9	73.9	74.0	74.0
20. I am proud that I work in the judicial system.	+ 2.1	- 6.7	87.6	94.3	90.0	88.4	85.5
CLUSTER 2: COOPERATION	+ 3.6	- 5.5	75.9	81.4	75.7	74.5	72.3
1. I understand what is expected of me.	- 1.8	- 3.4	87.6	91.0	91.9	89.6	89.4
3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job.	+ 10.3	- 4.6	74.5	79.1	77.1	75.6	64.2
4. I am able to do my best every day.	+ 5.4	- 1.0	82.7	83.7	86.1	84.5	77.3
12. I understand the connection between the work I do and the goals & mission of the court organization.	+ 2.7	- 2.3	87.0	89.3	86.6	92.6	84.3
13. My working conditions and environment enable me to do my job well.	+ 19.2	- 5.4	67.1	72.5	66.0	70.0	47.9
CLUSTER 3: EXPECTATION	+ 7.2	- 3.3	79.8	83.1	81.5	82.5	72.6
OVERALL RATE OF AGREEMENT	+ 9.1	- 4.4	72.1	76.5	72.0	72.5	63.0

Table 7

Main Courthouse Rate of Agreement Change 2006 - 2010							
Key: ■ >90% Agreement ■ 80 – 89.9% Agreement ■ 70 – 79.9% Agreement ■ 60 – 69.9% Agreement ■ < 60% Agreement							
Item / CLUSTER	Rate of Agreement						
	Change 2006-10	Change 2009-10	2010	2009	2008	2007	2006
2. I am kept informed about matters that affect me in the workplace.	+ 5.0	- 5.5	66.7	72.2	73.8	67.6	61.7
5. Communication within my division / unit is good.	+ 4.5	- 6.3	66.7	73.0	74.4	64.0	62.2
8. I have opportunities to express my opinion about how things are done in my unit / division.	- 3.7	- 7.3	63.0	70.3	74.1	66.7	66.7
14. I feel valued by my supervisor based on my knowledge and contribution to my unit / division / team.	- 2.9	- 17.1	66.7	83.8	71.5	71.4	69.6
15. I feel free to speak my mind.	- 0.9	N/C	55.8	55.8	53.5	54.0	56.5
CLUSTER 1a: COMMUNICATION	+ 0.4	- 7.3	63.7	71.0	69.5	62.7	63.3
6. In the last month, I was recognized or thanked for doing a good job.	+ 9.7	- 23.8	51.3	75.7	71.4	62.1	42.2
7. Someone in the court organization cares about me as a person.	+ 1.4	- 3.7	76.9	80.6	68.3	67.6	75.5
11. I am encouraged to try new ways of doing things.	+ 6.8	- 9.2	63.0	72.2	55.8	55.6	56.2
16. In the last month, someone in the court organization has talked to me about my performance.	+ 42.8	+ 6.6	76.9	70.3	48.9	51.3	34.1
19. I am treated with respect.	+ 11.2	- 5.0	81.5	86.5	73.8	75.6	70.3
CLUSTER 1b: RECOGNITION	+ 14.3	- 7.1	70.0	77.1	63.6	62.4	55.7
9. The court organization is well-respected in the community.	+ 1.0	+ 1.0	76.0	75.0	61.0	74.5	75.0
10. My co-workers work well together.	+ 11.5	- 1.6	74.1	75.7	81.0	58.4	62.6
17. I enjoy coming to work.	+ 20.6	+ 1.4	85.2	83.8	79.1	62.1	64.6
18. My co-workers care about the quality of services and programs we provide.	+ 10.0	+ 0.7	92.6	91.9	78.0	88.6	82.6
20. I am proud that I work in the judicial system.	+ 10.8	- 3.7	96.3	100	93.0	75.6	85.5
CLUSTER 2: COOPERATION	+ 10.7	- 0.5	84.8	85.3	78.4	67.8	74.1
1. I understand what is expected of me.	- 7.4	- 4.7	92.6	97.3	95.3	89.1	100
3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job.	+ 7.2	- 2.0	92.6	94.6	88.3	91.9	85.4
4. I am able to do my best every day.	+ 1.4	+ 5.1	88.9	83.8	95.3	77.8	87.5
12. I understand the connection between the work I do and the goals & mission of the court organization.	- 8.9	- 5.7	88.9	94.6	93.0	94.4	95.8
13. My working conditions and environment enable me to do my job well.	+ 18.6	+ 7.8	88.9	81.1	74.4	78.3	70.3
CLUSTER 3: EXPECTATION	+ 2.6	+ 0.1	90.4	90.3	89.3	86.3	87.8
OVERALL RATE OF AGREEMENT	+ 7.1	- 3.6	77.3	80.9	75.2	69.8	70.2

Table 8

215 W. Water Street Rate of Agreement Change 2006 - 2010							
Key: ■ >90% Agreement ■ 80 – 89.9% Agreement ■ 70 – 79.9% Agreement ■ 60 – 69.9% Agreement ■ < 60% Agreement							
Item / CLUSTER	Rate of Agreement						
	Change 2006-10	Change 2009-10	2010	2009	2008	2007	2006
2. I am kept informed about matters that affect me in the workplace.	- 5.5	- 12.9	56.3	69.2	79.2	71.7	61.8
5. Communication within my division / unit is good.	- 6.4	- 11.9	56.3	68.2	71.0	66.7	62.7
8. I have opportunities to express my opinion about how things are done in my unit / division.	- 14.3	- 19.6	59.2	78.8	77.9	70.0	73.5
14. I feel valued by my supervisor based on my knowledge and contribution to my unit / division / team.	- 10.1	- 10.7	62.0	72.7	89.5	80.3	72.1
15. I feel free to speak my mind.	+ 6.7	- 15.4	63.4	78.8	70.2	58.7	58.7
CLUSTER 1a: COMMUNICATION	- 6.0	- 14.1	59.4	73.5	77.6	69.1	65.4
6. In the last month, I was recognized or thanked for doing a good job.	+ 9.0	- 3.3	63.4	66.7	70.2	72.1	54.4
7. Someone in the court organization cares about me as a person.	- 1.0	- 6.6	65.7	72.3	66.0	66.1	66.7
11. I am encouraged to try new ways of doing things.	- 10.8	- 8.7	54.9	63.6	68.9	68.3	65.7
16. In the last month, someone in the court organization has talked to me about my performance.	+ 1.4	- 1.1	68.6	69.7	60.6	73.7	67.2
19. I am treated with respect.	+ 3.0	- 8.3	73.2	81.5	84.4	82.0	70.2
CLUSTER 1b: RECOGNITION	+ 0.4	- 5.6	65.2	70.8	70.0	72.4	64.8
9. The court organization is well-respected in the community.	- 2.5	- 13.1	56.1	68.2	58.7	60.0	57.6
10. My co-workers work well together.	+ 0.1	- 10.8	63.4	74.2	77.9	65.6	63.3
17. I enjoy coming to work.	+ 1.8	- 12.8	69.0	81.8	79.2	72.1	67.2
18. My co-workers care about the quality of services and programs we provide.	+ 5.8	- 9.1	78.9	87.9	73.7	68.8	73.1
20. I am proud that I work in the judicial system.	- 7.7	- 13.3	76.1	89.4	89.7	90.0	83.8
CLUSTER 2: COOPERATION	- 0.5	- 11.8	68.5	80.3	75.8	71.3	69.0
1. I understand what is expected of me.	- 8.0	- 7.7	81.7	89.4	92.2	96.7	89.7
3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job.	+ 14.4	- 4.0	71.8	75.8	80.5	72.1	57.4
4. I am able to do my best every day.	+ 2.5	- 7.3	77.5	84.8	85.5	85.0	75.0
12. I understand the connection between the work I do and the goals & mission of the court organization.	+ 0.7	- 7.6	80.3	87.9	87.0	91.7	79.6
13. My working conditions and environment enable me to do my job well.	+ 37.0	- 10.8	63.4	74.2	76.3	72.2	26.4
CLUSTER 3: EXPECTATION	+ 9.3	- 7.5	74.9	82.4	84.3	83.5	65.6
OVERALL RATE OF AGREEMENT	+ 0.8	- 9.8	67.0	76.8	76.9	74.1	66.2

Table 9

Depke Complex Rate of Agreement Change 2006 - 2010							
Key: ■ >90% Agreement ■ 80 – 89.9% Agreement ■ 70 – 79.9% Agreement ■ 60 – 69.9% Agreement ■ < 60% Agreement							
Item / CLUSTER	Rate of Agreement						
	Change 2006-10	Change 2009-10	2010	2009	2008	2007	2006
2. I am kept informed about matters that affect me in the workplace.	+ 13.9	- 1.3	58.7	60.0	60.7	55.0	44.8
5. Communication within my division / unit is good.	+ 5.8	- 11.1	47.6	58.7	44.8	52.5	41.8
8. I have opportunities to express my opinion about how things are done in my unit / division.	+ 19.7	+ 2.7	73.4	70.7	66.3	69.3	53.7
14. I feel valued by my supervisor based on my knowledge and contribution to my unit / division / team.	+ 25.8	+ 9.4	81.0	71.6	60.3	60.7	55.2
15. I feel free to speak my mind.	+ 21.7	- 2.0	65.6	67.6	68.4	64.1	43.9
CLUSTER 1a: COMMUNICATION	+ 17.4	- 0.4	65.3	65.7	58.1	58.3	47.9
6. In the last month, I was recognized or thanked for doing a good job.	+ 17.3	+ 19.6	70.3	50.7	57.7	60.0	53.0
7. Someone in the court organization cares about me as a person.	+ 22.6	+ 0.2	81.0	80.8	62.5	72.6	58.4
11. I am encouraged to try new ways of doing things.	+ 21.7	+ 9.9	67.2	57.3	48.3	59.6	45.5
16. In the last month, someone in the court organization has talked to me about my performance.	+ 42.3	+ 4.1	84.1	80.0	40.7	68.9	41.8
19. I am treated with respect.	+ 15.9	- 4.6	78.1	82.7	73.0	77.4	62.2
CLUSTER 1b: RECOGNITION	+ 23.9	+ 5.8	76.1	70.3	58.4	67.7	62.2
9. The court organization is well-respected in the community.	+ 4.8	+ 3.6	82.0	78.4	72.4	78.7	77.2
10. My co-workers work well together.	- 4.8	- 7.3	59.4	66.7	62.5	77.0	64.2
17. I enjoy coming to work.	+ 11.1	+ 3.1	82.8	79.7	75.3	72.6	71.7
18. My co-workers care about the quality of services and programs we provide.	+ 12.3	- 0.1	81.0	81.1	71.9	80.3	69.7
20. I am proud that I work in the judicial system.	+ 10.2	+ 0.9	96.8	95.9	88.8	93.6	86.6
CLUSTER 2: COOPERATION	+ 6.7	N/C	80.4	80.4	74.2	80.4	73.7
1. I understand what is expected of me.	+ 11.5	+ 2.8	82.1	89.3	89.8	82.0	80.6
3. I have the resources (materials, equipment, supplies, etc.) necessary to do my job.	+ 14.6	- 4.5	69.8	74.3	68.5	67.7	65.2
4. I am able to do my best every day.	+ 12.4	+ 3.2	85.9	82.7	82.0	87.0	73.5
12. I understand the connection between the work I do and the goals & mission of the court organization.	+ 14.9	+ 5.9	93.7	87.8	83.0	92.0	78.8
13. My working conditions and environment enable me to do my job well.	+ 11.2	- 4.8	61.9	66.7	62.8	60.7	60.7
CLUSTER 3: EXPECTATION	+ 12.9	+ 0.5	80.7	80.2	77.2	77.9	67.8
OVERALL RATE OF AGREEMENT	+ 15.2	+ 1.5	75.6	74.1	66.5	71.1	60.4

The following questions are optional, but we invite you to provide additional feedback in the space provided below.

27 What do you believe that the Court as an organization does well?

28 What opportunities do you see for the Court as an organization to improve and develop?

29 What do you believe that the Court as an organization should stop doing?
