

GUAM JUDICIAL CENTER

120 West Campbell Ave
Hagatna, Guam 96910



JUDICIARY OF GUAM
2020-2023
STRATEGIC PLAN



JUDICIARY OF GUAM

Administrative Office of the Courts
Guam Judicial Center • 120 West O'Brien Dr • Hagåtña, Gu. 96910
Tel: (671) 475-3544 • Fax: (671) 477-3184



HON. KATHERINE A. MARAMAN
CHIEF JUSTICE

HON. ALBERTO C. LAMORENA III
PRESIDING JUDGE
JOHN Q. LIZAMA
ADMINISTRATOR OF THE COURTS

MESSAGE FROM THE CHIEF JUSTICE AND THE ADMINISTRATOR OF THE COURTS

Dear Friends of the Judiciary of Guam:

Hafa Adai! We are pleased to present the Strategic Plan for the Judiciary of Guam 2020–2023. This Strategic Plan describes the long-range objectives and goals for our island court system. Since 2007, the Strategic Plan has provided a direction for Guam's Judicial Branch. Guided by the Plan's Strategic Focus Areas, the Branch has navigated some of the most significant reforms and improvements in our history.

The Strategic Plan for 2020–2023 builds on past successes to meet the current and evolving challenges of delivering quality justice in a new era. Informed by a representative collection of Judicial Officers and Branch stakeholders, including members of the public, community leaders, and other justice system partners, the Plan that follows renews and amplifies Branch-wide commitments to ensuring access and high quality justice services for the people of Guam. Other strategic hallmarks include the strengthening of treatment courts, technological advancements and modern case management practices.

The Plan affirms the importance of educating and inspiring the court workforce to excellence in public service, to listening to the public, of effective information sharing, and of outreach and education in improving the people's understanding of the courts. The Judiciary of Guam is committed to a court system that is fair and accessible, as well as to services that are responsive to the needs of the public—services that inspire the trust and confidence of Guamanians from all walks of life. This latest Strategic Plan will continue to guide us toward our goal of excellence in the administration of justice.


KATHERINE A. MARAMAN
Chief Justice of the Supreme Court of Guam


JOHN Q. LIZAMA
Administrator of the Courts



JUDICIARY OF GUAM

STRATEGIC PLAN 2020-2023

Final Report

December 10, 2019

Patti Tobias, Principal Court Management Consultant

**Daniel J. Hall, Vice President
Court Consulting Services
707 Seventeenth Street, Suite 2900
Denver, Colorado 80202-3429
(303) 293-3063**

TABLE OF CONTENTS

Executive Summary	i
High Performance Court Framework	1
What is the High-Performance Court Self-Assessment Survey?.....	2
The Purpose and Design of the High-Performance Court Self-Assessment Survey	2
High Performance Court Employee Survey	4
Survey Dissemination	4
High Performance Court Employee Survey Results.....	4
Procedural Satisfaction	7
Effectiveness.....	7
Efficiency	8
Productivity.....	9
Organizational Capital	9
Human Capital	10
Information Capital.....	11
Technology Capital.....	11
Public Trust and Confidence.....	12
Support of Legitimizing Authorities.....	13
High Performance Court Summary of Judicial Officers Response	14
Survey of Court Litigants/Users	15
The Design of the Court Litigants/Users Survey	15
Survey Dissemination	15
Survey Results	15
Demographic and Experience Questions	15
Overall Performance Rating	19
Court Performance	19
Judge Interviews and Focus Groups	21
October 15, 2019 Strategic Planning Workshop.....	22
Strategic Planning Process.....	22
Introduction of the Strategic Planning Process and High Performance Court Framework	23
Areas for Consideration in the Strategic Plan (Strategic Themes)	24
Workshop Key Focus Areas	25
Measuring success	26

Appendix A: High-Performance Court Employee Survey Analysis 27
Appendix B: High Performance Court Summary of Judicial Officers Responses..... 48
Appendix C: Survey of Court Litigants/Users 54
Appendix D: Strategic Planning Workshop Agenda..... 66

Executive Summary

High performing courts set a course for continuous improvement. Improvement comes through the development of a coherent vision, a plan for the future and a commitment to carry it out. This necessitates that courts undertake a focused assessment of strengths and weaknesses and when necessary, refine existing practices or identify and adopt new ones. High performance courts are organized to anticipate challenges, prevent small problems from becoming larger, and learn from experience and data.

In April 2019, the Judiciary of Guam contracted with the National Center for State Courts to assist the Judiciary with achieving its goals to manage, plan and facilitate its strategic planning process and to update the Judiciary of Guam's long-range strategic plan. During the course of this project, the NCSC led the Judiciary through a strategic planning process to confirm and revise the goals and objectives identified in their 2016-2019 plan and established a strategy for effectively implementing those goals and measuring success at implementation.

The NCSC implemented the principles of the High-Performance Court (HPC) Framework, using the High-Performance Court Self-Assessment survey. The HPC Framework draws on four perspectives to aid court leaders in assessing how different groups involved in the court process are affected by its administrative practices: the customer perspective; the internal operating perspective; the innovation perspective; and the social value perspective. A key part of the HPC framework is the High-Performance Court Self-Assessment survey. The HPC Self-Assessment survey is designed to familiarize a court with the success factors in becoming a high-performance court in relation to its own current practices. It is intended to gauge how well a court thinks it is doing in meeting performance goals and responding to problems. The NCSC administered this survey to court employees and court stakeholders. Additionally, a survey was conducted with court patrons to gauge their level of satisfaction with the Judiciary.

In addition to the surveys, NCSC staff conducted phone interviews with judges and held stakeholder focus groups by video conference to gain greater insight on the survey responses and to solicit input on ways the court system is strong, what improvements are needed, and what changes are coming to which the court must adapt, as well as additional thoughts on what should be included in the strategic plan. On October 15, 2019, the NCSC facilitated a one-day High Performance Court/Strategic Planning workshop to generate a consensus regarding the Judiciary's high priority gaps, needs, and challenges and the specific goals and objectives that must be met to address the gaps and identify strategic planning committees needed to address each goal. Strategic themes identified through the high-performance court employee survey responses, court patron survey responses, judicial officer interviews, stakeholder focus groups, and other focus groups were discussed and prioritized during the Strategic Planning Workshop.

The information gathered during the surveys, interviews, focus groups, and workshop resulted in the identification of Key Focus Areas which are the foundation of the new strategic plan for the Judiciary of Guam. For more details, please see the Strategic Plan document.

High Performance Court Framework

The High Performance Court (HPC) Framework, developed by the National Center for State Courts (NCSC) is a comprehensive set of organizing concepts that describe what a high-performing court seeks to accomplish, demonstrates how a court's objectives are affected by its managerial culture, identifies measurable categories of performance and suggests approaches on how to assemble and use performance information.¹ The HPC Framework draws on four perspectives to aid court leaders in assessing how different groups involved in the court process are affected by its administrative practices. These perspectives are:

Customer Perspective

How should we treat all participants in the legal process?

Internal Operating Perspective

What does a well functioning court do to excel at managing its work?

These two perspectives form a balanced scorecard of performance

Innovation Perspective

How can court personnel learn to respond and adapt to new circumstances and challenges?

This perspective brings into service four organizational capitals

Social Value Perspective

What is a court's responsibility to the public and funding bodies?

This perspective encompasses legitimacy and institutional relations

Combining these four perspectives provides a comprehensive view of the potential impact of court administration on performance.

Within each perspective there are ways to measure the effects of administrative practices against a common set of metrics. Despite the variability in culture and the different priorities that courts

¹ Ostrom, Brian and Roger Hanson. 2010. High Performance Court Framework. Williamsburg, Va.: National Center for State Courts.

have in pursuing performance, it is important and useful to see how the variability and differences are related to performance results based on common criteria:

- For the customer perspective, measures of effectiveness and procedural satisfaction;
- For the internal operating perspective, measures of efficiency and productivity;
- For the innovation perspective, measures of responsiveness and adaptation; and
- For the social value perspective, measures of trust and confidence and integration.

The measures of performance for the first two perspectives above provide data. When interpreted appropriately, these data provide useful information on how well a court is doing its job. Moreover, there is a direct link between the measures and the underlying administrative principles of courts. For example, valuing giving individual attention to cases implies the use of effectiveness. Treating cases proportionately is a basis for efficiency. Demonstrating an understanding of issues is a foundation for procedural satisfaction. Finally, concern for control over the legal process grounds the use of productivity.

In contrast, the measures for the third perspective emphasize a court's dynamic use of information on performance and changes in its environment (responsiveness), and its ability subsequently to improve performance by introducing practices likely to produce more positive results (adaptation). The measures for the fourth perspective stress the use of information in communicating the work of the court to members of the public and policy makers (trust and confidence) and organizing and mobilizing partners in the justice system to champion the institutional role of the court (integration).

What is the High-Performance Court Self-Assessment Survey?

The High-Performance Court (HPC) self-assessment survey is part of the High-Performance Court Framework. The HPC self-assessment survey uses an inventory of statements specifically relating to the four HPC Framework perspectives, which help court leaders identify specific areas where they believe they are successful, as well as identify targets for improvement. This process is intended to enable courts to refine their reform efforts and to provide guidance to the court community.

The Purpose and Design of the High-Performance Court Self-Assessment Survey

The purpose of the HPC self-assessment survey is to familiarize a court with the success factors in becoming a high-performance court in relation to its own current practices. It is intended to gauge how well a court thinks it is doing in meeting performance goals and responding to problems. The survey contains of a list of 100 statements. Each of the statements reflects a positive feature of a high-performing court. The survey questions are grouped in ten areas of

court performance, with each area containing ten questions. The ten areas fall within the four perspectives of the HPC Framework:

- Customer Perspective
 1. Procedural Fairness
 2. Effectiveness
- Internal Operating Perspective
 3. Efficiency
 4. Productivity
- Innovation Perspective
 5. Organizational Capital
 6. Human Capital
 7. Information Capital
 8. Technology Capital
- Social Value Perspective
 9. Public Trust and Confidence
 10. Support of Legitimizing Authorities

Survey respondents are asked to answer each statement in terms of how they think it describes the way the court currently performs. They are asked to respond using a five-point scale, indicating whether the statement described occurs (5) almost always; (4) often; (3) sometimes; (2) seldom; (1) never; or (0) not applicable/cannot answer. Since each of the 100 statements in the survey is phrased as a positive statement about one element of what happens in a high-performing court, a respondent's numerical answer is the expression of a qualitative judgment about the court's performance.

Therefore, if all respondents believed that their court's performance was exceptional with regard to each of the 100 statements, then the overall survey responses would show an average of 5 for each statement. Conversely, if all respondents considered the court's performance to be in need of improvement in every respect, then the average would be 1 for each statement. The more average ratings for any statement that exceeds 3, the more respondents have a collective *positive* opinion of the court's performance in terms of that statement; the more average ratings for any statement lower than 3, the more respondents have a collective *negative* opinion of the court's performance in terms of that statement.

These averages can be displayed and broken down into various categories. This enables the court to see how each group rates the court's performance. If there is an obvious gap between demographics, it can show where the court can start to improve its performance. The HPC self-

assessment survey is a tool for courts to use to start discussions and have a starting point to collectively work together to improve their court's status.

High Performance Court Employee Survey

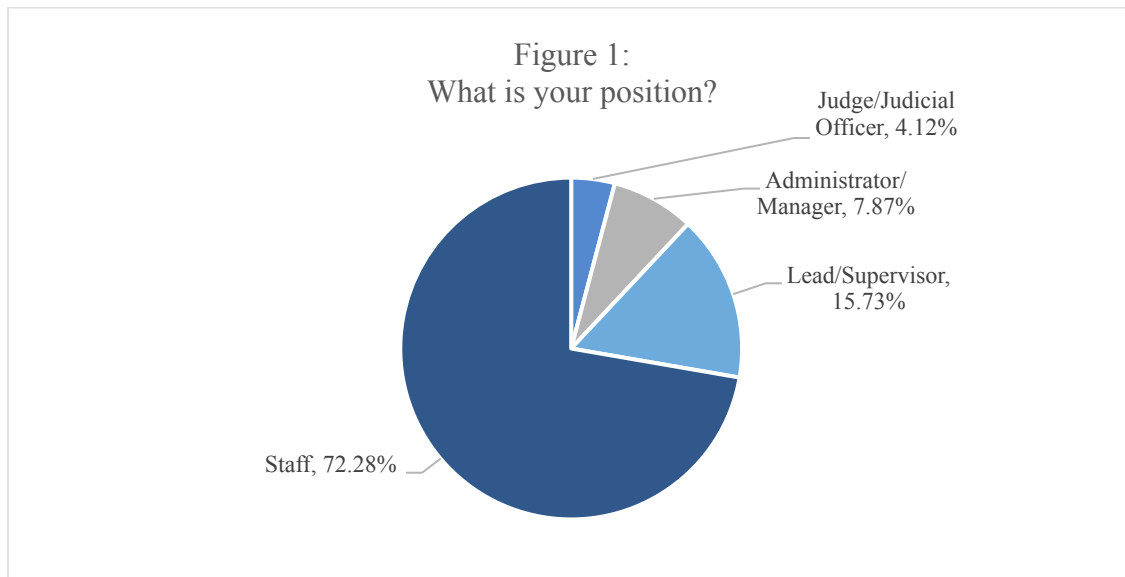
Survey Dissemination

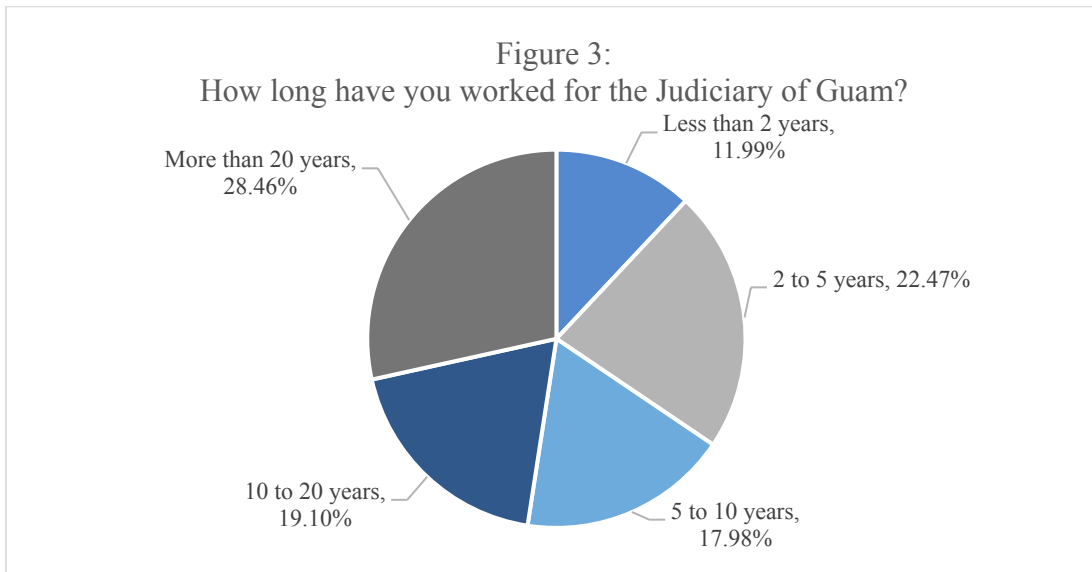
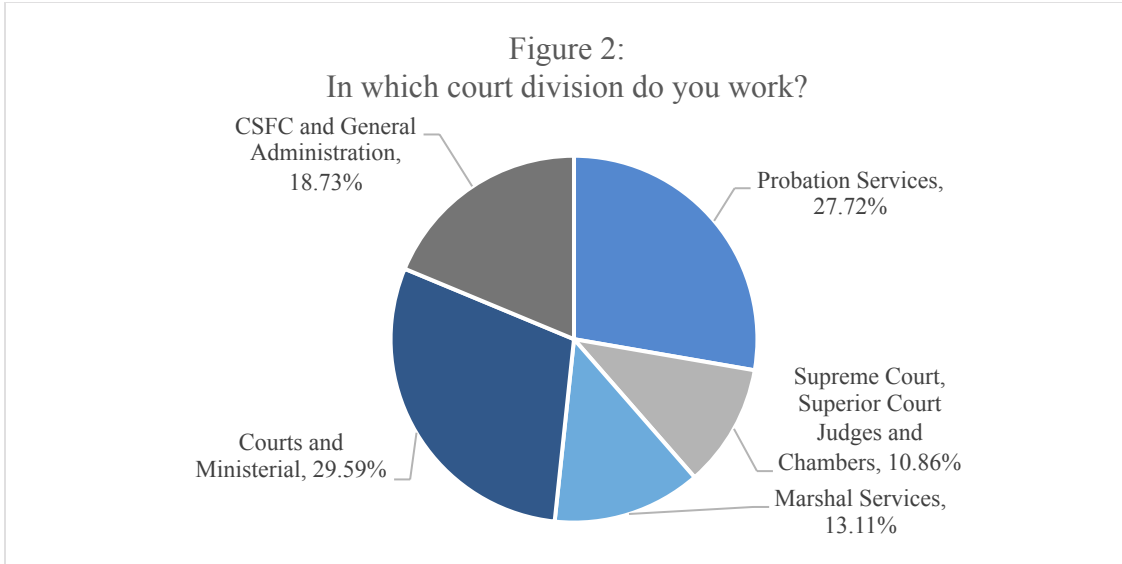
The Judiciary of Guam (Judiciary) asked the NCSC to conduct the HPC self-assessment survey with all judges and staff in the Judiciary and with court stakeholders. The employee survey was launched July 1, 2019 and closed on July 31, 2019, and the stakeholder survey was launched July 23, 2019 and closed on August 12, 2019. Participants of the employee survey included judges and judicial officers from the courts, as well as administrators, managers, leads/supervisors, and staff.

Participants of the stakeholder survey included attorneys, educators, law enforcement, social workers/social services, and treatment providers, as well as participants self-identified as "other." However, due to a low response rate, the Judiciary was unable to use the results from the stakeholder survey and the results are not included in this report.

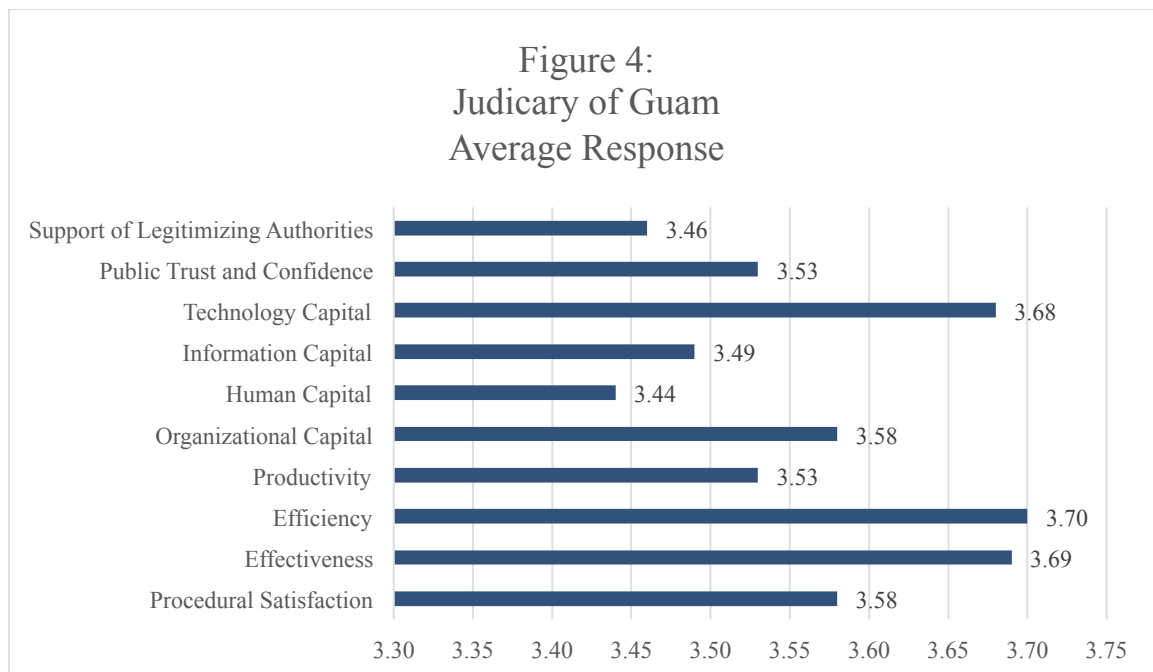
High Performance Court Employee Survey Results

In all, there were 267 respondents to the court employee HPC self-assessment survey. Figures 1 through 3 below show respondent demographics.





The survey results are organized by the ten areas of court performance. An overall average was calculated for each statement and for each area, as indicated in Figure 4.



The results of the HPC self-assessment survey showed numerous strengths in the Judiciary. Almost all of the survey respondents generally agreed on several of the survey statements. Some of the more highly rated items are (area and average are presented in parentheses):

- Individuals can find information about the court’s location, hours, and parking options on the court’s website (Procedural Satisfaction, 4.39).
- Our chief information officer reports directly to the court administrator and is a member of the court’s senior management team (Technology Capital, 4.27).
- Our court personnel treat all court users with courtesy and respect (Procedural Satisfaction, 4.20).
- Staff receive regular (at least annually) performance appraisals (Human Capital, 4.09).

However, the survey results also showed an overall consensus on some potential areas of improvement, including (area and average are presented in parentheses):

- Our court has an automated process to identify possible data entry errors (Information Capital, 2.99).
- Our court actively monitors the percentage of customer issues that are solved by the first phone call (Information Capital, 2.92).
- Our court holds focus group sessions to examine public views on what can be done to improve the performance of the court (Public Trust and Confidence, 2.69).
- For certain uncontested matters (e.g., traffic), individuals can use our court’s website to schedule the date and time of appearance (Procedural Satisfaction, 2.55).

Procedural Satisfaction

Procedural satisfaction is the extent to which court customers perceive the court as providing fair and accessible service to all who enter the courthouse doors. A court enhances court users' perceptions of fairness by being responsive to the individual needs and characteristics of each case and customer.

This performance area focuses on how easily accessible the court is to court users and how well court users can understand the legal system based on their interaction with the court. Court staff are knowledgeable, helpful, and provide excellent customer service.

Procedural Satisfaction Statements	Average
Individuals can find information about the court's location, hours, and parking options on the court's website.	4.39
Our court personnel treat all court users with courtesy and respect.	4.20
Our court is successful in providing access to the judicial system for litigants with limited English proficiency.	4.05
Litigants believe the judge is an honest and impartial decision maker who bases decisions on facts.	3.84
A person unfamiliar with the courthouse will have no problem locating the office or courtroom they are looking for.	3.65
In our court, mandatory case management conferences can be held, when appropriate, by telephone or video for the convenience of litigants.	3.55
Court customers' complaints are studied to identify patterns and prevent the same problems from recurring.	3.24
Users of our court believe that the time spent waiting to conduct their business was reasonable.	3.18
Individuals appearing before a judge know what to do next about their case.	3.17
For certain uncontested matters (e.g., traffic), individuals can use our court's website to schedule the date and time of appearance.	2.55

Effectiveness

Effectiveness is a court's ability to achieve its goals in successfully completing and following through on activities that matter to customers.

This performance area focuses on whether a court is consistent on enforcing policies, hears cases on their scheduled date, tracks and records sentences, and keeps up-to-date records for jury selection.

Effectiveness Statements	Average
When called to the courthouse for jury service, at least 75% of prospective jurors will be sent to a courtroom for jury selection.	3.99
If many criminal or traffic cases are scheduled on a single high volume calendar, all	3.92

Effectiveness Statements	Average
litigants will have their case heard that session.	
Our court has a “self-help” center where litigants can get various types of assistance related to their court proceedings.	3.89
The mailing lists used by our court for jury summonses are up-to-date and result in very few notices returned as undeliverable.	3.79
Our court tracks whether criminal offenders are in compliance with court orders.	3.77
Our court monitors the timely submission of all reports by the appropriate entity (e.g., conservator/guardian, treatment provider).	3.71
Our court monitors and manages the monetary penalties it orders.	3.63
Our court appropriately assists those who want to act as their own attorney.	3.61
Cases scheduled for trial are heard on the first scheduled trial date.	3.38
Judges throughout our court consistently enforce the same policy to limit continuances.	3.22

Efficiency

Efficiency concerns the relationship between planned processes and actual processes that a court uses to resolve cases.

This performance area focuses on making sure that case files and records are complete, accurate, and easily located to provide fair and timely justice to the court user. Knowledge of clearance rates for various case types can help the court identify emerging problems and target improvements. This also provides information needed for the court to focus its attention on cases near to or about to exceed the court’s time standards that warrant attention to minimize court delay.

Efficiency Statements	Average
An examination of our court’s civil case files will reveal that all documents are present and properly organized within the file.	3.91
Judges require a showing of good cause before granting a continuance in criminal cases.	3.87
Active case files can be easily located within 15 minutes.	3.83
Our court’s most complex and serious cases are actively managed to ensure timely resolution within established benchmarks.	3.78
Our court enforces the use of specific business rules for classifying cases as removed from court control (e.g., warrant status).	3.76
Our court continually tries to improve the accuracy and relevance of its data on the efficiency of practices and services provided.	3.76
Our court answers all phone calls within a definite time frame (e.g., 90% within 3 rings).	3.61
Our court keeps up with its incoming caseload by disposing of as many cases as are filed each year.	3.53
Our court identifies and actively manages the backlog of cases older than	3.48

Efficiency Statements	Average
established benchmarks.	
Discovery practices are well-managed and are not a significant source of delay for civil cases.	3.46

Productivity

Productivity is a court’s ability to generate and enhance its services to the public.

This performance area focuses on a court’s maintenance of its operations and continued assessments to see if its services are doing what they’re supposed to and making adjustments as needed. This performance area also focuses on the number of judges and staff needed for each case type to effectively resolve cases in an efficient and timely manner. Being productive means consistently evaluating and fine-tuning processes so that all cases receive an appropriate amount of judge and staff time.

Productivity Statements	Average
All judges hearing civil cases consider and rule on contested motions in a timely manner.	3.81
Our court monitors the average number of appearances from filing to disposition for criminal cases.	3.70
Our court knows what its expenditures are, on average, to resolve criminal, juvenile, domestic relations, and traffic cases.	3.59
Our court has simplified processes when appropriate to make it easier for court customers.	3.56
The allocation of judges among court departments is defensible and well-justified.	3.55
Our court uses an objective and standardized approach (e.g., weighted caseload) to assess the need for judges and staff by case type.	3.53
Our court identifies cases with multiple continuances so that these can be brought to a judge’s attention.	3.46
Our court has shown steady, measurable reduction in the time it takes to resolve a case while maintaining or improving quality.	3.45
Our court regularly evaluates whether a new service or process added to assist with caseload is working as intended.	3.42
Our court knows how many staff are required to effectively handle the number of cases filed with the court.	3.18

Organizational Capital

Organizational capital refers to the coordination of court members to provide consistent expectations of the court.

This performance area focuses on clearly defined leadership roles and leaders to improve court functions and provide direction to staff members in an easily understood and expected way. A

strong relationship between the court leader and the judge/court managers results in a unified court working towards the same defined goals. These leaders meet/communicate regularly to enforce expectations, rules, and solve court related business problems.

Organizational Capital Statements	Average
The leadership role and responsibility of the chief judge is clearly defined.	3.98
The authority and responsibility of the court administrator is clearly defined.	3.89
Judges and court managers meet together regularly to discuss how to solve court business problems.	3.72
Formulating strategies to improve caseflow management practices in our court is a regular topic of discussion at judges' and court staff meetings.	3.63
Court leaders clearly articulate the values relevant to quality court administrative practices and ongoing improvement.	3.53
The scope and authority of court committees are clearly defined.	3.51
The "local legal culture" in this jurisdiction is supportive of reducing delay in case processing.	3.47
There is good communication among the court, prosecutor, and indigent defense about criminal case management problems.	3.45
Court leaders show an ability to manage the organizational changes needed to improve court administrative practices.	3.43
Making time to discuss the results of performance measurement is a regular item on the agenda of judges' and court staff meetings.	3.21

Human Capital

Human capital is the shared belief among all court personnel that every individual makes a contribution to the fulfillment of court functions and each individual contribution affects overall court performance.

This performance area focuses on the internal workings of a court. Staff should be properly trained and have the needed resources to do their job well while receiving regular feedback from their managers. The court should be an open environment where every employee's suggestions and feedback are encouraged and looked into. There is regular communication amongst all court personnel to make sure they are all working effectively, receiving needed information, and are consistent in providing the same quality of work.

Human Capital Statements	Average
Staff receive regular (at least annually) performance appraisals.	4.09
Our court has clear business rules for data entry and employs those rules in daily operations.	3.88
Staff are encouraged to look for ways to improve processes and procedures.	3.69
Court leaders communicate important information to staff in a timely manner.	3.53
When staff perform well, they are likely to be recognized and thanked by their supervisor.	3.33

Human Capital Statements	Average
Staff have opportunities to express their opinion about how things are done in their department.	3.31
Our court conducts periodic training for all court personnel and judges in case management practices.	3.25
Staff are given education and training in court performance monitoring, analysis, and management.	3.15
Staff have the resources (materials, equipment, supplies, etc.) necessary to do their job well.	3.10
Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	3.07

Information Capital

Information capital involves pursuing a credible, evidence-based system to evaluate court performance.

This performance area uses data driven systems to track and monitor court activities and court performance measures. This data should be easily understood by all members of the court and be accurate and free of possible errors. The court routinely checks and has an automated system in place to make sure data is accurate, reliable, safe, and secure.

Information Capital Statements	Average
Our court is able to document the average time from filing to disposition for civil and criminal cases.	3.94
Our court tracks whether notice is given to parties prior to the next scheduled hearing at which the party must appear.	3.87
Judges and court staff have confidence in the accuracy and reliability of court data.	3.75
Our court uses performance data and results to improve court business processes.	3.63
Our court compiles and monitors information relevant to measuring offender recidivism.	3.57
Judges and court staff are actively involved in determining which performance measures are important, needed, and useful.	3.42
Our court periodically audits key case flow processes (e.g., every six months) to ensure established practices are being followed.	3.38
Our court identifies when cases with self-represented litigants are stalled and provides help with moving their cases forward.	3.38
Our court has an automated process to identify possible data entry errors.	2.99
Our court actively monitors the percentage of customer issues that are solved by the first phone call.	2.92

Technology Capital

Technology capital involves using technology to achieve greater efficiency and quality to court service and court functionality.

This performance area focuses on implementing technology in an integrated way, keeping the technology up-to-date, maintaining alignment between technology and business goals, and overseeing the state of technology in an operationally competent manner. All members of the court should have adequate training to use the technology implemented in their court and be confident that all court data is accurately entered and secure.

Technology Capital Statements	Average
Our chief information officer reports directly to the court administrator and is a member of the court's senior management team.	4.27
The court's data are secure and backed up and the court could quickly resume operations after a disaster.	3.95
Justice system partners regard the court as a leader in finding and implementing efficient information sharing technologies.	3.70
Judges and court staff feel a sense of competence in the use of the court's information systems as they pertain to court work.	3.67
Our court manages its information technology through a governance structure that includes judges, managers, and staff.	3.65
The design of the court's information systems promotes consistency and quality of the data entered into those systems.	3.61
In our court, the business needs articulated by judges, managers, and staff drive the acquisition and use of technology.	3.60
Our court takes advantage of opportunities presented by technologies to rethink and improve our processes.	3.52
Judges and court staff are well supported in training and ongoing support on the use of court information systems.	3.51
Our court has a well-defined replacement cycle for keeping our information technology up to date.	3.32

Public Trust and Confidence

Public trust and confidence includes assessments concerning how easily the public can understand and use the court system.

This performance area focuses on how well the public can access and understand the court and the court process. The court should provide adequate information online, through pamphlets, and other means of communication so members of the public can understand what their hearing meant, get general FAQs answered, their importance for juries, and know who to turn to for more assistance.

Public Trust and Confidence Statements	Average
Our court has effective mechanisms in place to compile representative source lists from which to draw prospective jurors.	3.97

Public Trust and Confidence Statements	Average
Our court responds promptly to requests for information from court users.	3.80
Members of the public seated in a courtroom have no difficulty hearing court participants.	3.71
Our court regularly informs the public about the civic responsibility of jury service.	3.68
Our court provides a description on its website of the legal process for key case types.	3.62
Our court assists self-represented litigants on how the legal process works and what is required to proceed.	3.58
Information on court procedures is available to the public and communicated in a way they can easily understand.	3.56
Our court publishes materials that explain the costs and eligibility requirements for obtaining various forms of legal assistance.	3.39
People leaving court understand the court programs and services they have experienced.	3.31
Our court holds focus group sessions to examine public views on what can be done to improve the performance of the court.	2.69

Support of Legitimizing Authorities

Support of legitimizing authorities involves providing transparency of the court's performance measures and their results to receive support from the public and private sectors.

This performance area focuses on the openness of a court to receive support from the public and their partners in the justice system. The court should regularly publicize the results of its performance measures and how well it succeeded in meeting those goals in both paper and online format. The court should be honest and open while seeking the support from other organizations through conducting outside evaluations, participating in civic meetings, and meeting regularly with other members of the court system (such as the bar) to gain support for the court.

Support of Legitimizing Authorities Statements	Average
Our court officials responsibly seek, use, and account for public funds and other resources.	3.72
Our court provides justifications for increases in fees.	3.67
Our court welcomes evaluations of its performance by outside organizations.	3.53
Our court seeks the views of legislative and executive branches as to how well the court is meeting its responsibilities.	3.47
Our court regularly publicizes the results of its performance measurement.	3.46
Our court meets on a regular basis with its partners in the justice system to discuss issues of mutual concern.	3.44
Our court publicizes what has been done to improve performance and refine practices.	3.41
Our court requests the bar and other organizations to speak on its behalf about its	3.36

Support of Legitimizing Authorities Statements	Average
performance with policy makers.	
Our court makes available on its website performance measurement results and evaluation reports of court programs.	3.35
Our court looks for opportunities to discuss court matters at meetings of civic organizations.	3.22

A more detailed analysis of the results can be found in **Appendix A**.

High Performance Court Summary of Judicial Officers Responses

Given the importance of responses from Judicial Officers in the strategic planning process, NCSC extracted those responses from the overall survey responses. The Summary is included as **Appendix B**. The Summary highlighted some potential areas of improvement within each of the 10 broad areas of the High Performance Court Framework including procedural satisfaction, effectiveness, efficiency, productivity, organizational capital, human capital, information capital, technology capital, public trust and confidence and support of legitimizing authorities.

Survey of Court Litigants/Users

It is often assumed that winning or losing is what matters most to citizens when dealing with the courts. However, research consistently shows that positive court experiences are shaped more by court patrons' perceptions of how they are treated in the courthouse, and whether the court's process of making decisions seems fair. The survey of Court Litigants/Users was designed to survey court users about their experience in the courthouse.

The Design of the Court Litigants/Users Survey

The survey consists of an introductory question asking the court user to rate the overall performance of the court, 16 additional questions, and 4 demographic and experience questions. Survey respondents were asked to rate the overall performance of the court on a scale of 1 to 4, with 1 being "poor" and 4 being "excellent." The remaining 16 questions are divided into the following five sections:

- Accessibility
- Timeliness
- Fairness
- Quality/effectiveness
- Communication with the public/others

For these questions, survey respondents were asked to answer each statement in terms of how they think it describes their experience with the court. They were asked to respond using a six-point scale, indicating their level of agreement with each statement: (6) strongly agree, (5) agree, (4) somewhat agree, (3) somewhat disagree, (2) disagree, (1) strongly disagree, or (0) not applicable.

Survey Dissemination

The Judiciary of Guam (Judiciary) conducted the court patrons survey in August 2019. The survey was available for respondents to take in-person via a paper survey or online. Participants of the survey included plaintiffs and defendants both self-represented and with an attorney, jurors, victims, and friends and family members of the parties, as well as participants self-identified as "other." Overall, 690 court users responded to the survey which is an outstanding response.

Survey Results

Demographic and Experience Questions

The four demographic and experience questions included questions regarding time spent in the court, the role the respondent played in the court matter, court business conducted, and primary racial or ethnic background. Figures 5 through 8 on the following pages show the results for demographics and experience questions.

Figure 5:
How long did it take you to complete your business at the court today?

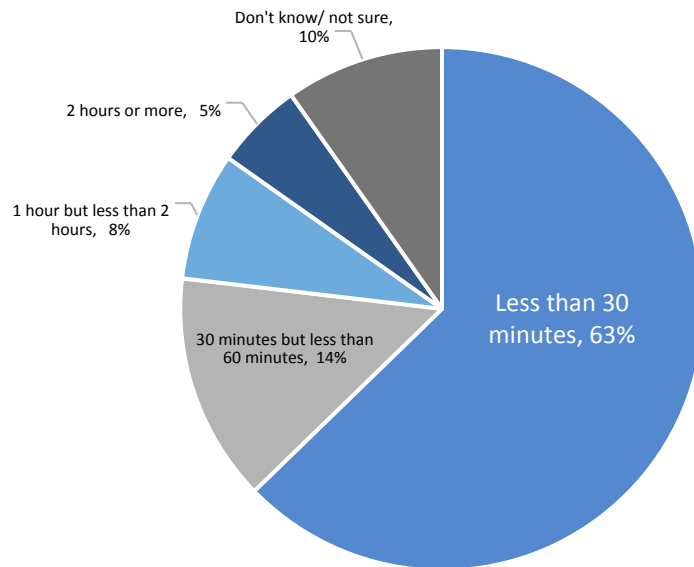


Figure 6:
How were you involved in the matter that brought you
to court today?

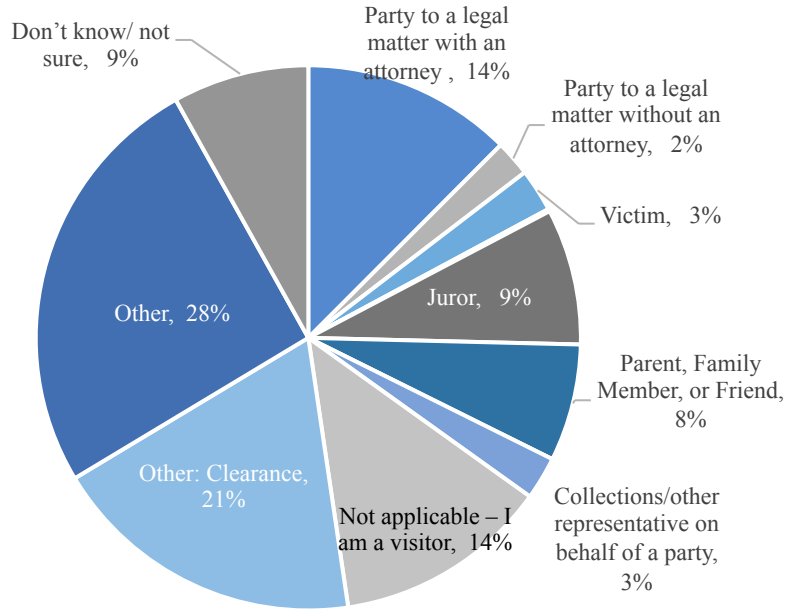


Figure 7:
What did you do today; what was your court business?

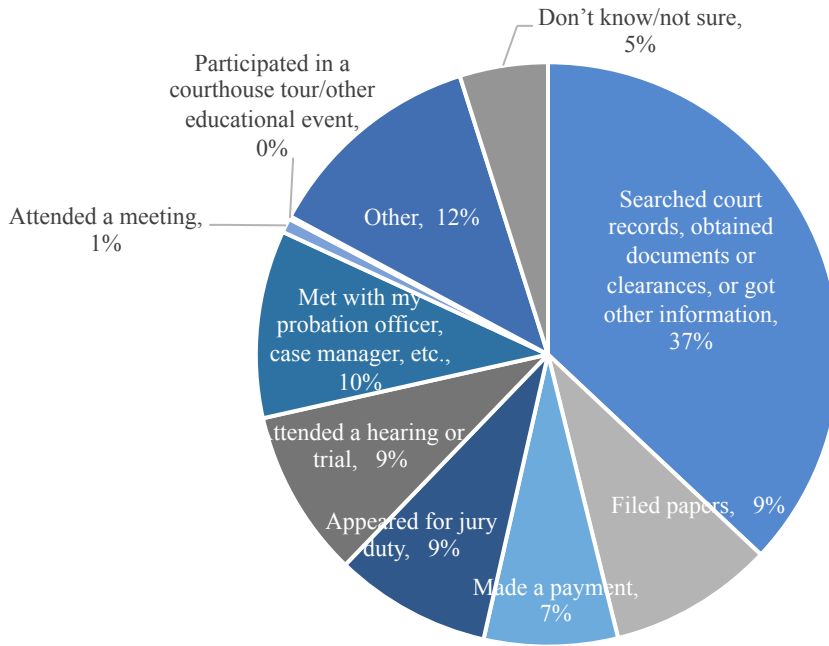
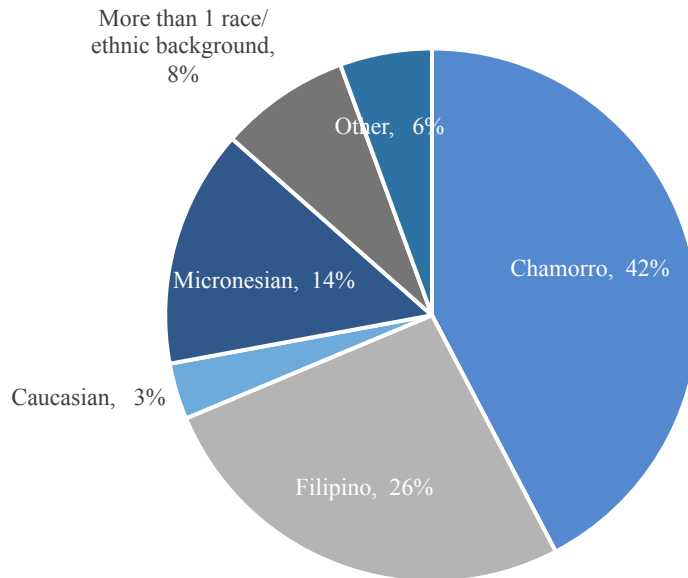


Figure 8:
What is your primary racial or ethnic background?



Overall Performance Rating

Overall, most respondents believe the court is doing a good job, with 82 percent rating the court as excellent or good on overall performance or service. On a four-point scale, the court received an overall score of 3.2 from all respondents. See Figure 9 below.

Figure 9: Overall Performance Rating

	Excellent 4	Good 3	Fair 2	Poor 1	Average Score N=690
Overall, how would you rate the Guam Judiciary (Supreme Court, Superior Court, Northern Court) on <u>overall performance or service</u> (in 2019)?	41%	41%	16%	2%	3.20

For the following questions, survey respondents were asked to answer each statement in terms of how they think it describes their experience with the court. They were asked to respond using a six-point scale, indicating their level of agreement with each statement: (6) strongly agree, (5) agree, (4) somewhat agree, (3) somewhat disagree, (2) disagree, (1) strongly disagree, or (0) not applicable.

Court Performance

The results for the remaining 16 questions are organized by 5 sections: accessibility, timeliness, fairness, quality/effectiveness, and communication with the public/others.

Accessibility	Average N=690
The information I needed to complete my court business was easy to get.	5.19
The courts do a good job of helping people who represent themselves (i.e., do not have an attorney).	5.10
The courts do a good job of helping people who do not speak or understand English.	5.17
The courts are accessible to persons with disabilities.	5.29
The pro se forms (e.g., Guardianship, uncontested divorce) on the Judiciary's website were useful to me.	5.04

Timeliness	Average N=690
I was able to complete my court business today in a reasonable amount of time.	5.20
Court staff assisted me in a timely manner (if applicable).	5.34
My court hearing today (if applicable) started at the time it was scheduled to begin.	4.66
The time it has taken (is taking) to resolve my case (or the case in which I am involved) has been (is) reasonable (if applicable).	4.77

Fairness	Average N=690
I was treated the same as everyone else.	5.34
As I leave the court, I know what I need to do next to complete my court business.	5.38
The judicial officer hearing my case (or the case in which I am involved) treated me with respect (if applicable).	5.28
I believe the ruling/decision reached in my case (or the case in which I was involved) was fair (if applicable).	5.05

Quality/Effectiveness	Average N=690
I felt safe in the courthouse; the level of security at the courthouse is adequate.	5.46
The Judiciary's facilities were/are adequate.	5.39

Communication with the Public/Others	Average N=690
The Judiciary does a good job of educating the public about the courts.	4.99

A more detailed analysis of the results can be found in **Appendix C**.

Judge Interviews and Focus Groups

In September and October 2019, NCSC conducted phone interviews with judges and judicial officers and held video conference stakeholder and staff focus groups to gain greater insight on the survey responses and to solicit input on ways the court system is strong, what improvements are needed, and what changes are coming to which the court must adapt and additional thoughts on what should be included in the strategic plan.

NCSC shared the results of the HPC self-assessment survey and asked the participants if they believed the results were in line with their view of the court. Additionally, participants were asked to identify the current strengths and weakness in the court system and indicate any areas where improvement is needed. Participants were also asked to share what they believed should be the major initiatives in the 2020-2023 Strategic Plan. These interviews and focus groups contributed to the development of the major themes identified during the Strategic Planning Workshop.

October 15, 2019 Strategic Planning Workshop

On October 15, 2019, the NCSC facilitated a one-day High-Performance Court Strategic Planning Workshop to generate a consensus regarding the Judiciary's high priority gaps, needs, and challenges and the specific goals and objectives that must be met to address the gaps and identify strategic planning committees needed to address each goal. Strategic themes identified through the high-performance court employee survey responses, court litigant survey responses, judicial officer interviews, stakeholder focus groups, and other focus groups were discussed and prioritized during the Strategic Planning Workshop. A copy of the Strategic Planning Workshop Agenda is attached as **Appendix D**.

Strategic Planning Process

The process began with a review of the goals and purposes of the Workshop. Attendees then discussed the successes and challenges of the Judiciary of Guam 2016-2019 Strategic Plan and what should be carried over to the 2020-2023 Plan. The Attendees reviewed the significant accomplishments and the challenges of the 2016-2019 Plan.

Below is a summary and status of the strategic focus areas and strategic objectives from the 2016-2019 Strategic Plan.

1. Access to courts and delivery of services (*Chairs: Hon. Michael J. Bordallo and Hon. Anita A. Sukola*) – **ALL ACTIVITIES COMPLETED**
 - a. Acquire and implement risk, needs and responsivity (RNR) tools and programs
 - b. Develop a plan to evaluate programs and services and implement performance-based contracting for service providers
 - c. Establish court navigator program to assist court patrons
 - d. Implement Superior Court e-filing system
 - e. Implement online public access system
2. Effective case management and timely resolution (*Chair: Hon. F. Phillip Carbullido*) – **A MAJORITY OF ACTIVITIES ARE COMPLETED, but tasks are ongoing in nature**
 - a. Regularly train judicial officers and clerks/court staff on caseflow and calendar management
 - b. Improve data integrity
 - c. Update, train, and enforce standard operating procedures
 - d. Acquire Judicial Tools for Case Management
 - e. Evaluate and revamp scheduling practices
3. Employee excellence and satisfaction (*Chair: Chief Justice Katherine A. Maraman*) – **ALL ACTIVITIES COMPLETED, with the exception of the Associate Degree in Criminal Justice Administration**

- a. On boarding program
 - b. Develop Interpersonal skills management training programs
 - c. Revise position description requirements to address diversity hiring goals and compensation
 - d. Implement succession planning, cross training and mentoring program
 - e. Improve educational incentive programs
4. Court partnerships and community relations (*Chair: Hon. Alberto C. Lamorena III*) – **ALL ACTIVITIES COMPLETED, with the exception of the Jury Unit Video**
- a. Develop a reliable detention and inmate tracking system
 - b. Expand informational brochures and videos on different court case processes
 - c. Survey all partners on what services they/we can provide
 - d. Discuss and implement court media policy
 - e. Enhance online resources and social media (e.g. website and Twitter)
5. Facilities and security (*Chair: Hon. Robert J. Torres*) – **ALL ACTIVITIES COMPLETED, with the exception of property acquisition, equipment and infrastructure improvements**
- a. Upgrade network infrastructure
 - b. Develop continuity of operations plan
 - c. Develop a technology strategic plan
 - d. Explore/develop recommendations for long-term parking solutions
 - e. Implement changes per the court assessment report

Introduction of the Strategic Planning Process and the High Performance Court Framework

Major themes related to the High-Performance Court Framework were discussed as follows:

- Customer Service Perspective
 - Focus on Public Needs (Public Trust and Confidence)
- Internal Operating Perspective
 - Strengthen internal communication and decision making (Governance)
 - Management of Cases (Caseflow Management)
- Innovation Perspective
 - Maximize Technology to Improve Business Processes (Project Management)
 - Ensure Workforce is Qualified and Trained to provide Excellent Customer Service
- Social Value Perspective

Areas for Consideration in the Strategic Plan (Strategic Themes)

The strategic themes below were identified through the high-performance court employee survey responses, court litigant survey responses, judicial officer interviews and summary of responses, key informant interviews, stakeholder focus groups, and other focus groups. These broad themes are not in any order of priority. NCSC highlighted these themes and asked that the attendees consider what other strategic focus areas should be included. Two areas specifically mentioned were: 1) Justice and mental health; and 2) Case management and Case assignments.

1. Public education and outreach/public trust and confidence
 - Media relations, convening role of the judiciary, procedural justice, website, focus group, resources
2. Community relationships/stakeholders
 - Databases, bench bar relations, civic groups, performance reports
3. Treatment courts/sentencing, referrals and community treatment services and program alternatives for mental health, substance use disorder, and trauma
 - Focus on recidivism, probation, tools, evidence-based practices, strengthen reentry, more treatment, treatment models where delivered, data, staffing levels, juvenile justice
4. Collection of legal and financial obligations
5. Case management practices, case processing, effectiveness, productivity, and efficiency
 - Consistency, time standards, tools, reports, data, time management, courtroom practices, rotation practices, continuances, timeliness
6. Education and training
 - Technology, customer service, more in general, caseload management, for new employees too, judges on evidence-based practices, trauma informed training for judges/court employees
7. Employee excellence – judges and court employees – retention and satisfaction of employees
 - Morale, staffing levels, new staffing models/positions, navigators/advocates, overtime question, necessary equipment and tools, engagement, evaluations and feedback, department needs
8. Facilities, working conditions, and security
 - Upgrades, more space, parking, cybersecurity, active shooter exercises, juvenile example, small cubicles, storage facility, courtrooms, restrooms, treatment rooms, security levels

9. Technology
 - Equipment, replacement schedules, software, e-filing, e-records, data driven systems, business needs
10. Funding and allocation of resources
 - Budget constraints, limited resources, needed resources
11. Governance and leadership
 - How to make the strategic plan meaningful and integrated into daily work practices, decision making, internal communication, judicial governance, transparency and consistency, leadership roles, practices and systems, performance measures
12. Access to the courts
 - Court interpreters, all languages
13. Customer/patron perspectives
 - Fairness, convenience, accessibility, time involved

Workshop Key Focus Areas

NCSC then facilitated a discussion and prioritization of the major themes identified. The following Strategic Focus Areas and Teams were identified:

- **Mental Health, Substance Use Disorders, and Treatment Courts**
 - Chief Justice Katherine A. Maraman; Judge Arthur R. Barcinas; Rossanna Villagomez-Aguon; Virginia Yasuhiro; Marcelene Santos; Cerina Mariano
- **Technology**
 - Justice Robert J. Torres; Judge Michael J. Bordallo; Judge Elyze M. Iriarte; Robert Cruz; Joseph Mannion; Marissa Antonio; Dianne Ollet
- **Case Management Practices**
 - Justice F. Philip Carbullido; Judge Anita A. Sukola; Magistrate Benjamin C. Sison; Hannah Gutierrez-Arroyo; Danielle Rosete
- **Education and Training/Employee Excellence**
 - Presiding Judge Alberto C. Lamorena III; Referee Linda L. Ingles; Administrative Hearing Officer Bridget Ann Keith; Barbara Perez; Erica Eschbach; Kristina Baird; Dawn Blas
- **Community Relations/Stakeholders**
 - Judge Vernon P. Perez; Judge Maria T. Cenzon; Magistrate Judge Jonathan Quan; Shawn Gumataotao; Troy Pangelinan; Geri Cepeda

Each strategic focus area broke into separate meetings to identify to the extent possible who should be involved, the goals, objectives, lead agency, activities, time frames, deliverables and performance measures. Each group reported out on its major goals and activities and its next meeting date to continue planning.

Measuring Success

The Judiciary of Guam will begin to implement the plan in January 2020. The effective governance of the Strategic Plan is critical to the successful implementation of the Strategic Plan. The frequency of reporting should be carefully structured to balance accountability with time to make meaningful progress. Given concerns about levels of funding, the implementation plans will include a “resources needed” column for tracking. Tracking performance measures is also a critical component of measuring successful implementation of the Strategic Plan 2020-2023.

Appendix A: High-Performance Court Employee Survey Analysis

In this Appendix are overviews of how respondents working in different demographic groups answered the High-Performance Court survey. The Judiciary of Guam elected to show the demographics by position, division, and length of service.

These charts of averages can be used to see where discrepancies lie amongst demographic groups and can be a starting point for discussions. Some reasons for discrepancies can be from respondents being unaware of certain court functions, rules, or job functions. For the most part, the Judiciary of Guam seems to be in agreement as a whole.

Averages by Position

Below are the averages for each area shown by position. Please note that to fit the borders of the pages, the positions have been abbreviated to the following: J/JO for Judge/Judicial Officer, A/M for Administrator/Manager, L/S for Lead/Supervisor and S for Staff. “N” means the number of respondents per demographic.

Procedural Satisfaction Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
Individuals can find information about the court’s location, hours, and parking options on the court’s website.	4.11	4.67	4.53	4.33	4.39
Individuals appearing before a judge know what to do next about their case.	3.27	3.27	3.09	3.18	3.17
A person unfamiliar with the courthouse will have no problem locating the office or courtroom they are looking for.	3.18	3.52	3.90	3.63	3.65
Users of our court believe that the time spent waiting to conduct their business was reasonable.	3.11	2.94	3.18	3.21	3.18
For certain uncontested matters (e.g., traffic), individuals can use our court’s website to schedule the date and time of appearance.	1.71	1.80	2.42	2.78	2.55
Litigants believe the judge is an honest and impartial decision maker who bases decisions on facts.	4.11	4.13	3.82	3.78	3.84
Our court is successful in providing access to the judicial system for litigants with limited English proficiency.	3.70	4.47	4.13	3.99	4.05
Our court personnel treat all court users with courtesy and respect.	3.64	4.75	4.24	4.16	4.20
Court customers’ complaints are studied to identify patterns and prevent the same problems from recurring.	2.17	2.67	3.27	3.37	3.24
In our court, mandatory case management conferences can be held, when appropriate, by telephone or video for the convenience of litigants.	2.86	3.53	3.88	3.51	3.55
Procedural Satisfaction Overall Averages	3.19	3.58	3.65	3.59	3.58

Effectiveness Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
Our court tracks whether criminal offenders are in compliance with court orders.	2.50	3.94	3.81	3.81	3.77
Cases scheduled for trial are heard on the first scheduled trial date.	3.11	3.00	3.47	3.43	3.38
Our court monitors and manages the monetary penalties it orders.	2.88	3.67	3.85	3.63	3.63
When called to the courthouse for jury service, at least 75% of prospective jurors will be sent to a courtroom for jury selection.	3.00	4.50	4.18	3.94	3.99
The mailing lists used by our court for jury summonses are up-to-date and result in very few notices returned as undeliverable.	2.00	3.73	4.00	3.85	3.79
Judges throughout our court consistently enforce the same policy to limit continuances.	2.00	2.69	3.16	3.41	3.22
If many criminal or traffic cases are scheduled on a single high volume calendar, all litigants will have their case heard that session.	3.25	4.21	4.09	3.87	3.92
Our court monitors the timely submission of all reports by the appropriate entity (e.g., conservator/guardian, treatment provider).	3.00	3.67	3.86	3.74	3.71
Our court appropriately assists those who want to act as their own attorney.	3.10	3.50	3.85	3.61	3.61
Our court has a “self-help” center where litigants can get various types of assistance related to their court proceedings.	3.11	3.53	4.05	3.94	3.89
Effectiveness Overall Averages	2.80	3.64	3.83	3.72	3.69

Efficiency Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
Active case files can be easily located within 15 minutes.	3.50	4.13	3.85	3.81	3.83
Our court identifies and actively manages the backlog of cases older than established benchmarks.	3.20	3.63	3.72	3.42	3.48
Our court keeps up with its incoming caseload by disposing of as many cases as are filed each year.	3.25	3.38	3.61	3.54	3.53
Our court’s most complex and serious cases are actively managed to ensure timely resolution within established benchmarks.	3.44	3.88	3.79	3.79	3.78
An examination of our court’s civil case files will reveal that all documents are present and properly organized within the file.	3.67	4.07	4.00	3.89	3.91
Our court enforces the use of specific business rules for classifying cases as removed from court control (e.g., warrant status).	3.22	3.93	3.81	3.77	3.76
Judges require a showing of good cause before granting a continuance in criminal cases.	3.86	3.92	3.65	3.93	3.87

Efficiency Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
Discovery practices are well-managed and are not a significant source of delay for civil cases.	2.71	2.91	3.43	3.62	3.46
Our court answers all phone calls within a definite time frame (e.g., 90% within 3 rings).	2.71	3.84	3.72	3.59	3.61
Our court continually tries to improve the accuracy and relevance of its data on the efficiency of practices and services provided.	3.50	4.00	3.85	3.73	3.76
Efficiency Overall Averages	3.31	3.77	3.74	3.71	3.70

Productivity Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
All judges hearing civil cases consider and rule on contested motions in a timely manner.	3.88	3.42	3.83	3.85	3.81
Our court regularly evaluates whether a new service or process added to assist with caseload is working as intended.	3.00	3.63	3.63	3.37	3.42
Our court knows how many staff are required to effectively handle the number of cases filed with the court.	3.13	3.83	3.06	3.13	3.18
Our court knows what its expenditures are, on average, to resolve criminal, juvenile, domestic relations, and traffic cases.	2.75	3.56	3.76	3.61	3.59
Our court uses an objective and standardized approach (e.g., weighted caseload) to assess the need for judges and staff by case type.	1.44	3.43	3.73	3.67	3.53
Our court has simplified processes when appropriate to make it easier for court customers.	2.75	3.65	3.65	3.57	3.56
Our court has shown steady, measurable reduction in the time it takes to resolve a case while maintaining or improving quality.	3.30	3.47	3.69	3.40	3.45
Our court monitors the average number of appearances from filing to disposition for criminal cases.	3.14	3.93	3.75	3.68	3.70
The allocation of judges among court departments is defensible and well-justified.	3.11	3.59	3.85	3.51	3.55
Our court identifies cases with multiple continuances so that these can be brought to a judge's attention.	2.11	3.18	3.48	3.60	3.46
Productivity Overall Averages	2.86	3.57	3.64	3.54	3.53

Organizational Capital Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
Court leaders clearly articulate the values relevant to quality court administrative practices and ongoing improvement.	3.11	3.75	3.55	3.52	3.53
Court leaders show an ability to manage the organizational changes needed to improve court	3.55	3.63	3.58	3.36	3.43

Organizational Capital Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
administrative practices.					
The authority and responsibility of the court administrator is clearly defined.	3.44	4.00	4.00	3.88	3.89
The “local legal culture” in this jurisdiction is supportive of reducing delay in case processing.	3.00	3.63	3.48	3.48	3.47
There is good communication among the court, prosecutor, and indigent defense about criminal case management problems.	2.75	3.21	3.35	3.56	3.45
The leadership role and responsibility of the chief judge is clearly defined.	3.00	4.05	4.27	3.96	3.98
Making time to discuss the results of performance measurement is a regular item on the agenda of judges’ and court staff meetings.	2.22	2.73	3.15	3.40	3.21
Formulating strategies to improve caseload management practices in our court is a regular topic of discussion at judges’ and court staff meetings.	3.00	3.31	3.81	3.68	3.63
Judges and court managers meet together regularly to discuss how to solve court business problems.	2.60	3.32	3.97	3.80	3.72
The scope and authority of court committees are clearly defined.	3.10	3.74	3.54	3.50	3.51
Organizational Capital Overall Averages	2.98	3.54	3.67	3.61	3.58

Human Capital Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
Staff are encouraged to look for ways to improve processes and procedures.	3.50	3.95	3.88	3.62	3.69
When staff perform well, they are likely to be recognized and thanked by their supervisor.	3.11	3.90	3.56	3.23	3.33
Court leaders communicate important information to staff in a timely manner.	2.67	3.71	3.76	3.50	3.53
Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	2.89	2.95	3.31	3.03	3.07
Staff have the resources (materials, equipment, supplies, etc.) necessary to do their job well.	2.60	3.00	3.19	3.12	3.10
Staff have opportunities to express their opinion about how things are done in their department.	2.40	3.33	3.52	3.30	3.31
Staff receive regular (at least annually) performance appraisals.	3.78	4.71	4.20	4.00	4.09
Our court has clear business rules for data entry and employs those rules in daily operations.	3.00	4.12	4.06	3.84	3.88
Our court conducts periodic training for all court personnel and judges in case management practices.	2.56	3.17	3.23	3.31	3.25
Staff are given education and training in court performance monitoring, analysis, and management.	2.67	2.83	2.97	3.25	3.15
Human Capital Overall Averages	2.92	3.57	3.57	3.42	3.44

Information Capital Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
Judges and court staff are actively involved in determining which performance measures are important, needed, and useful.	2.90	3.19	3.54	3.45	3.42
Our court has an automated process to identify possible data entry errors.	2.50	2.71	3.27	2.98	2.99
Our court uses performance data and results to improve court business processes.	3.00	3.39	3.67	3.70	3.63
Our court compiles and monitors information relevant to measuring offender recidivism.	3.00	3.56	3.67	3.59	3.57
Our court tracks whether notice is given to parties prior to the next scheduled hearing at which the party must appear.	3.44	3.57	3.75	3.96	3.87
Judges and court staff have confidence in the accuracy and reliability of court data.	3.50	4.00	3.78	3.74	3.75
Our court actively monitors the percentage of customer issues that are solved by the first phone call.	1.71	2.17	3.28	3.01	2.92
Our court identifies when cases with self-represented litigants are stalled and provides help with moving their cases forward.	1.89	2.83	3.50	3.57	3.38
Our court periodically audits key case flow processes (e.g., every six months) to ensure established practices are being followed.	2.78	3.14	3.43	3.46	3.38
Our court is able to document the average time from filing to disposition for civil and criminal cases.	3.60	4.11	4.10	3.89	3.94
Information Capital Overall Averages	2.83	3.27	3.60	3.54	3.49

Technology Capital Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
In our court, the business needs articulated by judges, managers, and staff drive the acquisition and use of technology.	2.78	3.55	3.65	3.66	3.60
Our court has a well-defined replacement cycle for keeping our information technology up to date.	2.38	2.88	3.52	3.40	3.32
Our court manages its information technology through a governance structure that includes judges, managers, and staff.	2.44	3.31	3.61	3.80	3.65
Our chief information officer reports directly to the court administrator and is a member of the court's senior management team.	3.57	4.71	4.44	4.17	4.27
Judges and court staff are well supported in training and ongoing support on the use of court information systems.	3.20	3.33	3.54	3.55	3.51
Justice system partners regard the court as a leader in finding and implementing efficient information sharing technologies.	3.13	4.17	3.80	3.63	3.70
Judges and court staff feel a sense of competence in the	3.60	3.68	3.74	3.65	3.67

Technology Capital Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
use of the court's information systems as they pertain to court work.					
Our court takes advantage of opportunities presented by technologies to rethink and improve our processes.	2.78	3.43	3.51	3.58	3.52
The court's data are secure and backed up and the court could quickly resume operations after a disaster.	3.57	3.71	4.25	3.95	3.95
The design of the court's information systems promotes consistency and quality of the data entered into those systems.	3.00	3.95	3.58	3.61	3.61
Technology Capital Overall Averages	3.05	3.67	3.76	3.70	3.68

Public Trust and Confidence Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
Our court responds promptly to requests for information from court users.	3.14	4.00	3.81	3.80	3.80
People leaving court understand the court programs and services they have experienced.	3.10	2.88	3.51	3.32	3.31
Information on court procedures is available to the public and communicated in a way they can easily understand.	3.33	3.32	3.51	3.62	3.56
Our court provides a description on its website of the legal process for key case types.	2.50	3.22	3.48	3.80	3.62
Our court assists self-represented litigants on how the legal process works and what is required to proceed.	3.00	3.37	3.74	3.62	3.58
Our court regularly informs the public about the civic responsibility of jury service.	3.00	3.79	3.70	3.71	3.68
Our court holds focus group sessions to examine public views on what can be done to improve the performance of the court.	1.38	2.59	2.97	2.73	2.69
Members of the public seated in a courtroom have no difficulty hearing court participants.	3.50	3.56	3.92	3.68	3.71
Our court publishes materials that explain the costs and eligibility requirements for obtaining various forms of legal assistance.	2.22	2.88	3.38	3.55	3.39
Our court has effective mechanisms in place to compile representative source lists from which to draw prospective jurors.	3.50	4.44	4.14	3.88	3.97
Public Trust and Confidence Overall Averages	2.87	3.41	3.62	3.57	3.53

Support of Legitimizing Authorities Statements	J/JO N=11	A/M N=21	L/S N=42	S N=193	Overall Average N=267
Our court regularly publicizes the results of its performance measurement.	3.00	3.41	3.87	3.39	3.46
Our court publicizes what has been done to improve performance and refine practices.	2.50	3.62	3.56	3.41	3.41
Our court welcomes evaluations of its performance by outside organizations.	3.44	3.82	3.61	3.47	3.53
Our court makes available on its website performance measurement results and evaluation reports of court programs.	2.63	2.59	3.55	3.46	3.35
Our court meets on a regular basis with its partners in the justice system to discuss issues of mutual concern.	2.22	3.57	3.55	3.48	3.44
Our court looks for opportunities to discuss court matters at meetings of civic organizations.	2.44	2.71	3.21	3.39	3.22
Our court provides justifications for increases in fees.	3.33	4.10	3.83	3.59	3.67
Our court requests the bar and other organizations to speak on its behalf about its performance with policy makers.	2.75	3.40	3.36	3.42	3.36
Our court seeks the views of legislative and executive branches as to how well the court is meeting its responsibilities.	2.63	3.26	3.47	3.57	3.47
Our court officials responsibly seek, use, and account for public funds and other resources.	3.13	4.10	3.82	3.66	3.72
Support of Legitimizing Authorities Overall Averages	2.81	3.46	3.58	3.48	3.46

Averages by Court Division

Below are the averages for each area shown by court division. Please note that to fit the borders of the pages, the roles have been abbreviated to the following: PS for Probation Services, MS for Marshal Services, SC for Supreme Court, Superior Court Judges and Chambers, CM for Courts and Ministerial, and GA for CSFC and General Administration. “N” means the number of respondents per demographic.

Procedural Satisfaction Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Individuals can find information about the court’s location, hours, and parking options on the court’s website.	4.27	4.25	4.65	4.50	4.27	4.39
Individuals appearing before a judge know what to do next about their case.	3.12	3.33	3.50	2.97	3.42	3.17
A person unfamiliar with the courthouse will have no problem locating the office or courtroom they are looking for.	3.55	3.97	3.86	3.52	3.61	3.65

Procedural Satisfaction Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Users of our court believe that the time spent waiting to conduct their business was reasonable.	2.92	3.46	3.25	3.19	3.33	3.18
For certain uncontested matters (e.g., traffic), individuals can use our court's website to schedule the date and time of appearance.	3.10	3.17	2.62	2.09	2.17	2.55
Litigants believe the judge is an honest and impartial decision maker who bases decisions on facts.	3.69	3.88	3.87	3.86	3.96	3.84
Our court is successful in providing access to the judicial system for litigants with limited English proficiency.	3.71	4.17	4.36	4.06	4.24	4.05
Our court personnel treat all court users with courtesy and respect.	3.94	4.15	4.25	4.28	4.45	4.20
Court customers' complaints are studied to identify patterns and prevent the same problems from recurring.	3.03	3.52	2.93	3.33	3.28	3.24
In our court, mandatory case management conferences can be held, when appropriate, by telephone or video for the convenience of litigants.	3.37	3.67	3.52	3.72	3.45	3.55
Procedural Satisfaction Overall Averages	3.47	3.76	3.68	3.55	3.62	3.58

Effectiveness Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Our court tracks whether criminal offenders are in compliance with court orders.	3.59	3.57	3.59	4.08	3.81	3.77
Cases scheduled for trial are heard on the first scheduled trial date.	3.02	3.65	3.06	3.59	3.57	3.38
Our court monitors and manages the monetary penalties it orders.	3.53	3.60	3.53	3.61	4.06	3.63
When called to the courthouse for jury service, at least 75% of prospective jurors will be sent to a courtroom for jury selection.	3.69	4.12	4.08	4.09	3.94	3.99
The mailing lists used by our court for jury summonses are up-to-date and result in very few notices returned as undeliverable.	3.50	3.85	3.33	3.97	3.88	3.79
Judges throughout our court consistently enforce the same policy to limit continuances.	2.83	4.00	3.16	3.28	3.40	3.22
If many criminal or traffic cases are scheduled on a single high volume calendar, all litigants will have their case heard that session.	3.58	3.92	3.94	4.03	4.55	3.92
Our court monitors the timely submission of all reports by the appropriate entity (e.g., conservator/guardian, treatment provider).	3.67	3.80	3.39	3.76	3.86	3.71
Our court appropriately assists those who want to act as their own attorney.	3.55	3.82	3.58	3.56	3.70	3.61

Effectiveness Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Our court has a “self-help” center where litigants can get various types of assistance related to their court proceedings.	3.80	3.61	4.00	3.99	3.97	3.89
Effectiveness Overall Averages	3.48	3.79	3.57	3.80	3.87	3.69

Efficiency Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Active case files can be easily located within 15 minutes.	3.60	3.92	4.00	3.83	4.15	3.83
Our court identifies and actively manages the backlog of cases older than established benchmarks.	3.00	3.55	3.39	3.68	4.12	3.48
Our court keeps up with its incoming caseload by disposing of as many cases as are filed each year.	2.96	3.70	3.61	3.88	3.67	3.53
Our court’s most complex and serious cases are actively managed to ensure timely resolution within established benchmarks.	3.46	3.80	3.88	3.93	4.00	3.78
An examination of our court’s civil case files will reveal that all documents are present and properly organized within the file.	3.57	3.65	4.17	3.98	4.14	3.91
Our court enforces the use of specific business rules for classifying cases as removed from court control (e.g., warrant status).	3.53	3.84	3.58	3.92	3.80	3.76
Judges require a showing of good cause before granting a continuance in criminal cases.	3.41	4.00	4.25	4.11	4.00	3.87
Discovery practices are well-managed and are not a significant source of delay for civil cases.	3.33	3.63	3.40	3.40	3.80	3.46
Our court answers all phone calls within a definite time frame (e.g., 90% within 3 rings).	3.05	3.69	3.45	3.90	3.93	3.61
Our court continually tries to improve the accuracy and relevance of its data on the efficiency of practices and services provided.	3.32	3.79	3.76	4.03	3.92	3.76
Efficiency Overall Averages	3.32	3.76	3.75	3.87	3.95	3.70

Productivity Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
All judges hearing civil cases consider and rule on contested motions in a timely manner.	3.37	3.81	4.09	3.88	3.93	3.81
Our court regularly evaluates whether a new service or process added to assist with caseload is working as intended.	2.94	3.50	3.15	3.71	3.78	3.42
Our court knows how many staff are required to effectively handle the number of cases filed with the court.	2.57	3.26	3.55	3.37	3.82	3.18
Our court knows what its expenditures are, on	3.29	3.55	3.18	3.78	4.00	3.59

Productivity Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
average, to resolve criminal, juvenile, domestic relations, and traffic cases.						
Our court uses an objective and standardized approach (e.g., weighted caseload) to assess the need for judges and staff by case type.	3.37	3.86	2.59	3.77	3.87	3.53
Our court has simplified processes when appropriate to make it easier for court customers.	3.32	4.04	3.32	3.59	3.71	3.56
Our court has shown steady, measurable reduction in the time it takes to resolve a case while maintaining or improving quality.	3.16	3.67	3.36	3.67	3.38	3.45
Our court monitors the average number of appearances from filing to disposition for criminal cases.	3.32	3.85	3.44	3.93	3.79	3.70
The allocation of judges among court departments is defensible and well-justified.	3.23	3.65	3.29	3.83	3.82	3.55
Our court identifies cases with multiple continuances so that these can be brought to a judge's attention.	3.22	3.67	2.95	3.67	3.92	3.46
Productivity Overall Averages	3.18	3.69	3.29	3.72	3.80	3.53

Organizational Capital Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Court leaders clearly articulate the values relevant to quality court administrative practices and ongoing improvement.	3.17	3.69	3.62	3.63	3.74	3.53
Court leaders show an ability to manage the organizational changes needed to improve court administrative practices.	3.19	3.59	3.59	3.46	3.52	3.43
The authority and responsibility of the court administrator is clearly defined.	3.50	3.69	3.83	4.20	4.04	3.89
The "local legal culture" in this jurisdiction is supportive of reducing delay in case processing.	3.02	3.62	3.62	3.61	3.72	3.47
There is good communication among the court, prosecutor, and indigent defense about criminal case management problems.	3.37	3.70	3.33	3.40	3.71	3.45
The leadership role and responsibility of the chief judge is clearly defined.	3.87	4.22	3.88	3.98	4.00	3.98
Making time to discuss the results of performance measurement is a regular item on the agenda of judges' and court staff meetings.	3.00	3.50	2.93	3.40	3.00	3.21
Formulating strategies to improve caseload management practices in our court is a regular topic of discussion at judges' and court staff meetings.	3.38	3.85	3.33	3.93	3.41	3.63
Judges and court managers meet together regularly to discuss how to solve court business problems.	3.65	4.00	3.30	4.00	3.51	3.72

Organizational Capital Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
The scope and authority of court committees are clearly defined.	3.09	3.69	3.40	3.76	3.72	3.51
Organizational Capital Overall Averages	3.32	3.76	3.48	3.74	3.64	3.58

Human Capital Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Staff are encouraged to look for ways to improve processes and procedures.	3.28	3.71	3.58	4.00	3.73	3.69
When staff perform well, they are likely to be recognized and thanked by their supervisor.	2.94	3.23	3.42	3.46	3.70	3.33
Court leaders communicate important information to staff in a timely manner.	3.28	3.64	3.26	3.70	3.70	3.53
Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	2.81	3.06	3.09	3.21	3.20	3.07
Staff have the resources (materials, equipment, supplies, etc.) necessary to do their job well.	2.68	3.19	3.36	3.09	3.47	3.10
Staff have opportunities to express their opinion about how things are done in their department.	3.05	3.38	3.00	3.40	3.65	3.31
Staff receive regular (at least annually) performance appraisals.	3.77	3.86	4.31	4.04	4.60	4.09
Our court has clear business rules for data entry and employs those rules in daily operations.	3.72	3.88	3.74	3.92	4.19	3.88
Our court conducts periodic training for all court personnel and judges in case management practices.	2.98	3.58	3.13	3.47	3.09	3.25
Staff are given education and training in court performance monitoring, analysis, and management.	3.03	3.47	3.17	3.30	2.78	3.15
Human Capital Overall Averages	3.15	3.50	3.41	3.56	3.61	3.44

Information Capital Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Judges and court staff are actively involved in determining which performance measures are important, needed, and useful.	3.23	3.56	3.50	3.39	3.68	3.42
Our court has an automated process to identify possible data entry errors.	3.03	3.50	2.75	2.85	2.83	2.99
Our court uses performance data and results to improve court business processes.	3.22	3.61	3.50	4.07	3.63	3.63
Our court compiles and monitors information relevant to measuring offender recidivism.	3.27	3.62	3.29	3.87	3.77	3.57
Our court tracks whether notice is given to parties prior to the next scheduled hearing at which the party must appear.	3.73	3.73	4.00	3.92	4.10	3.87

Information Capital Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Judges and court staff have confidence in the accuracy and reliability of court data.	3.43	4.03	4.00	3.82	3.72	3.75
Our court actively monitors the percentage of customer issues that are solved by the first phone call.	3.15	3.43	2.50	2.76	2.56	2.92
Our court identifies when cases with self-represented litigants are stalled and provides help with moving their cases forward.	3.35	3.43	3.00	3.55	3.33	3.38
Our court periodically audits key case flow processes (e.g., every six months) to ensure established practices are being followed.	2.91	3.74	3.33	3.58	3.67	3.38
Our court is able to document the average time from filing to disposition for civil and criminal cases.	3.67	3.83	4.10	3.97	4.23	3.94
Information Capital Overall Averages	3.30	3.65	3.40	3.58	3.55	3.49

Technology Capital Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
In our court, the business needs articulated by judges, managers, and staff drive the acquisition and use of technology.	3.33	3.75	3.48	3.76	3.71	3.60
Our court has a well-defined replacement cycle for keeping our information technology up to date.	3.24	3.57	3.24	3.61	2.88	3.32
Our court manages its information technology through a governance structure that includes judges, managers, and staff.	3.42	3.77	3.48	3.85	3.68	3.65
Our chief information officer reports directly to the court administrator and is a member of the court's senior management team.	3.80	4.27	4.17	4.48	4.59	4.27
Judges and court staff are well supported in training and ongoing support on the use of court information systems.	3.30	3.66	3.48	3.64	3.48	3.51
Justice system partners regard the court as a leader in finding and implementing efficient information sharing technologies.	3.49	4.00	3.50	3.80	3.75	3.70
Judges and court staff feel a sense of competence in the use of the court's information systems as they pertain to court work.	3.28	3.78	3.83	3.99	3.44	3.67
Our court takes advantage of opportunities presented by technologies to rethink and improve our processes.	3.39	3.73	3.20	3.62	3.58	3.52
The court's data are secure and backed up and the court could quickly resume operations after a disaster.	3.84	3.83	3.80	4.04	4.19	3.95
The design of the court's information systems promotes consistency and quality of the data	3.36	3.62	3.65	3.91	3.38	3.61

Technology Capital Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
entered into those systems.						
Technology Capital Overall Averages	3.45	3.80	3.58	3.87	3.67	3.68

Public Trust and Confidence Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Our court responds promptly to requests for information from court users.	3.47	3.69	3.79	3.93	4.09	3.80
People leaving court understand the court programs and services they have experienced.	3.27	3.46	3.25	3.22	3.50	3.31
Information on court procedures is available to the public and communicated in a way they can easily understand.	3.42	3.79	3.56	3.52	3.72	3.56
Our court provides a description on its website of the legal process for key case types.	3.55	3.89	3.38	3.67	3.52	3.62
Our court assists self-represented litigants on how the legal process works and what is required to proceed.	3.30	3.90	3.43	3.64	3.70	3.58
Our court regularly informs the public about the civic responsibility of jury service.	3.36	3.76	3.83	3.98	3.43	3.68
Our court holds focus group sessions to examine public views on what can be done to improve the performance of the court.	2.58	3.38	2.00	2.83	2.52	2.69
Members of the public seated in a courtroom have no difficulty hearing court participants.	3.37	3.81	3.86	3.77	3.92	3.71
Our court publishes materials that explain the costs and eligibility requirements for obtaining various forms of legal assistance.	3.39	3.52	2.90	3.50	3.40	3.39
Our court has effective mechanisms in place to compile representative source lists from which to draw prospective jurors.	3.66	3.73	3.62	4.15	4.35	3.97
Public Trust and Confidence Overall Averages	3.34	3.69	3.36	3.62	3.62	3.53

Support of Legitimizing Authorities Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Our court regularly publicizes the results of its performance measurement.	3.23	3.63	3.33	3.71	3.35	3.46
Our court publicizes what has been done to improve performance and refine practices.	3.31	3.28	3.15	3.66	3.41	3.41
Our court welcomes evaluations of its performance by outside organizations.	3.36	3.61	3.63	3.60	3.58	3.53
Our court makes available on its website performance measurement results and evaluation reports of court programs.	3.20	3.50	3.00	3.58	3.19	3.35

Support of Legitimizing Authorities Statements	PS N=74	MS N=35	SC N=29	CM N=79	GA N=50	Overall Average N=267
Our court meets on a regular basis with its partners in the justice system to discuss issues of mutual concern.	3.02	3.81	3.05	3.76	3.59	3.44
Our court looks for opportunities to discuss court matters at meetings of civic organizations.	3.08	3.42	2.85	3.35	3.32	3.22
Our court provides justifications for increases in fees.	3.24	3.74	3.65	3.77	4.05	3.67
Our court requests the bar and other organizations to speak on its behalf about its performance with policy makers.	3.41	3.48	3.12	3.46	3.20	3.36
Our court seeks the views of legislative and executive branches as to how well the court is meeting its responsibilities.	3.33	3.62	3.31	3.56	3.50	3.47
Our court officials responsibly seek, use, and account for public funds and other resources.	3.29	3.70	3.53	3.85	4.18	3.72
Support of Legitimizing Authorities Overall Averages	3.25	3.58	3.26	3.63	3.54	3.46

Averages by Length of Service

Below are the averages for each area shown by length of service. Please note that to fit the borders of the pages, the length of service years has been abbreviated to the following: > 2 for less than 2 years, 2/5 for 2 to 5 years, 5/10 for 5 to 10 years, 10/20 for 10 to 20 years, and < 20 for more than 20 years. “N” means the number of respondents per demographic.

Procedural Satisfaction Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
Individuals can find information about the court’s location, hours, and parking options on the court’s website.	4.32	4.33	4.15	4.52	4.50	4.39
Individuals appearing before a judge know what to do next about their case.	3.76	3.36	3.06	2.90	3.07	3.17
A person unfamiliar with the courthouse will have no problem locating the office or courtroom they are looking for.	3.83	3.69	3.33	3.62	3.73	3.65
Users of our court believe that the time spent waiting to conduct their business was reasonable.	3.41	3.30	3.13	3.14	3.05	3.18
For certain uncontested matters (e.g., traffic), individuals can use our court’s website to schedule the date and time of appearance.	2.71	2.66	2.57	2.65	2.38	2.55
Litigants believe the judge is an honest and impartial decision maker who bases decisions on facts.	4.00	3.93	3.68	3.76	3.83	3.84

Procedural Satisfaction Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
Our court is successful in providing access to the judicial system for litigants with limited English proficiency.	4.13	4.20	4.15	4.05	3.87	4.05
Our court personnel treat all court users with courtesy and respect.	4.34	4.05	4.22	4.18	4.25	4.20
Court customers' complaints are studied to identify patterns and prevent the same problems from recurring.	3.39	3.34	3.18	3.27	3.14	3.24
In our court, mandatory case management conferences can be held, when appropriate, by telephone or video for the convenience of litigants.	3.83	3.19	3.73	3.69	3.54	3.55
Procedural Satisfaction Overall Averages	3.77	3.61	3.52	3.58	3.54	3.58

Effectiveness Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
Our court tracks whether criminal offenders are in compliance with court orders.	4.14	3.77	3.83	3.51	3.77	3.77
Cases scheduled for trial are heard on the first scheduled trial date.	3.27	3.57	3.07	3.54	3.36	3.38
Our court monitors and manages the monetary penalties it orders.	3.88	3.84	3.50	3.55	3.49	3.63
When called to the courthouse for jury service, at least 75% of prospective jurors will be sent to a courtroom for jury selection.	3.75	4.07	3.95	4.08	4.00	3.99
The mailing lists used by our court for jury summonses are up-to-date and result in very few notices returned as undeliverable.	3.83	3.50	3.93	3.94	3.86	3.79
Judges throughout our court consistently enforce the same policy to limit continuances.	4.14	3.35	3.17	2.97	3.08	3.22
If many criminal or traffic cases are scheduled on a single high volume calendar, all litigants will have their case heard that session.	3.80	4.06	3.70	3.89	3.96	3.92
Our court monitors the timely submission of all reports by the appropriate entity (e.g., conservator/guardian, treatment provider).	4.00	3.78	3.69	3.44	3.76	3.71
Our court appropriately assists those who want to act as their own attorney.	4.06	3.67	3.53	3.39	3.62	3.61
Our court has a "self-help" center where litigants can get various types of assistance related to their court proceedings.	3.90	3.89	3.88	3.89	3.89	3.89
Effectiveness Overall Averages	3.88	3.75	3.63	3.62	3.68	3.69

Efficiency Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
Active case files can be easily located within 15 minutes.	4.19	3.93	3.68	3.73	3.77	3.83
Our court identifies and actively manages the backlog of cases older than established benchmarks.	3.75	3.41	3.42	3.53	3.43	3.48
Our court keeps up with its incoming caseload by disposing of as many cases as are filed each year.	3.64	3.53	3.63	3.53	3.45	3.53
Our court's most complex and serious cases are actively managed to ensure timely resolution within established benchmarks.	4.05	3.82	3.83	3.58	3.75	3.78
An examination of our court's civil case files will reveal that all documents are present and properly organized within the file.	4.15	3.71	3.78	4.00	3.93	3.91
Our court enforces the use of specific business rules for classifying cases as removed from court control (e.g., warrant status).	4.15	3.90	3.91	3.50	3.67	3.76
Judges require a showing of good cause before granting a continuance in criminal cases.	4.16	3.97	3.91	3.86	3.68	3.87
Discovery practices are well-managed and are not a significant source of delay for civil cases.	3.79	3.67	3.60	3.21	3.32	3.46
Our court answers all phone calls within a definite time frame (e.g., 90% within 3 rings).	4.04	3.68	3.69	3.33	3.56	3.61
Our court continually tries to improve the accuracy and relevance of its data on the efficiency of practices and services provided.	3.83	3.84	3.65	3.67	3.81	3.76
Efficiency Overall Averages	3.98	3.75	3.71	3.59	3.64	3.70

Productivity Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
All judges hearing civil cases consider and rule on contested motions in a timely manner.	3.93	3.56	3.89	3.93	3.85	3.81
Our court regularly evaluates whether a new service or process added to assist with caseload is working as intended.	3.48	3.55	3.39	3.27	3.42	3.42
Our court knows how many staff are required to effectively handle the number of cases filed with the court.	3.77	3.13	3.03	3.15	3.10	3.18
Our court knows what its expenditures are, on average, to resolve criminal, juvenile, domestic relations, and traffic cases.	3.94	3.47	3.76	3.68	3.42	3.59
Our court uses an objective and standardized approach (e.g., weighted caseload) to assess the need for judges and staff by case type.	3.67	3.71	3.56	3.13	3.57	3.53
Our court has simplified processes when appropriate to make it easier for court customers.	3.73	3.67	3.46	3.53	3.48	3.56
Our court has shown steady, measurable	3.44	3.46	3.51	3.41	3.44	3.45

Productivity Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
reduction in the time it takes to resolve a case while maintaining or improving quality.						
Our court monitors the average number of appearances from filing to disposition for criminal cases.	3.85	3.69	3.85	3.57	3.68	3.70
The allocation of judges among court departments is defensible and well-justified.	3.81	3.45	3.60	3.39	3.57	3.55
Our court identifies cases with multiple continuances so that these can be brought to a judge's attention.	3.88	3.51	3.57	3.29	3.34	3.46
Productivity Overall Averages	3.75	3.52	3.56	3.44	3.49	3.53

Organizational Capital Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
Court leaders clearly articulate the values relevant to quality court administrative practices and ongoing improvement.	3.69	3.62	3.41	3.45	3.50	3.53
Court leaders show an ability to manage the organizational changes needed to improve court administrative practices.	3.88	3.60	3.14	3.40	3.34	3.43
The authority and responsibility of the court administrator is clearly defined.	4.12	3.88	3.72	3.89	3.92	3.89
The "local legal culture" in this jurisdiction is supportive of reducing delay in case processing.	3.57	3.63	3.44	3.40	3.37	3.47
There is good communication among the court, prosecutor, and indigent defense about criminal case management problems.	3.74	3.60	3.44	3.29	3.34	3.45
The leadership role and responsibility of the chief judge is clearly defined.	4.20	3.98	3.67	3.98	4.05	3.98
Making time to discuss the results of performance measurement is a regular item on the agenda of judges' and court staff meetings.	3.50	3.25	3.30	3.07	3.14	3.21
Formulating strategies to improve caseflow management practices in our court is a regular topic of discussion at judges' and court staff meetings.	3.69	3.58	3.78	3.78	3.47	3.63
Judges and court managers meet together regularly to discuss how to solve court business problems.	3.76	3.63	3.81	3.53	3.83	3.72
The scope and authority of court committees are clearly defined.	3.58	3.58	3.33	3.31	3.69	3.51
Organizational Capital Overall Averages	3.77	3.64	3.50	3.51	3.57	3.58

Human Capital Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
--------------------------	-------------	-------------	--------------	---------------	--------------	-----------------------------

Human Capital Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
Staff are encouraged to look for ways to improve processes and procedures.	3.64	3.66	3.77	3.63	3.71	3.69
When staff perform well, they are likely to be recognized and thanked by their supervisor.	3.71	3.51	3.16	3.12	3.30	3.33
Court leaders communicate important information to staff in a timely manner.	3.87	3.57	3.51	3.28	3.55	3.53
Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	3.46	3.10	3.10	2.96	2.97	3.07
Staff have the resources (materials, equipment, supplies, etc.) necessary to do their job well.	3.57	3.32	2.89	2.92	2.99	3.10
Staff have opportunities to express their opinion about how things are done in their department.	3.62	3.32	3.24	3.15	3.32	3.31
Staff receive regular (at least annually) performance appraisals.	3.96	3.98	4.05	4.18	4.18	4.09
Our court has clear business rules for data entry and employs those rules in daily operations.	4.17	3.82	3.65	3.85	3.95	3.88
Our court conducts periodic training for all court personnel and judges in case management practices.	3.71	3.19	3.17	3.26	3.17	3.25
Staff are given education and training in court performance monitoring, analysis, and management.	3.74	3.26	2.85	3.16	3.02	3.15
Human Capital Overall Averages	3.75	3.47	3.34	3.35	3.42	3.44

Information Capital Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
Judges and court staff are actively involved in determining which performance measures are important, needed, and useful.	3.61	3.56	3.39	3.31	3.35	3.42
Our court has an automated process to identify possible data entry errors.	3.00	3.34	2.88	2.64	2.95	2.99
Our court uses performance data and results to improve court business processes.	3.86	3.61	3.63	3.49	3.65	3.63
Our court compiles and monitors information relevant to measuring offender recidivism.	3.61	3.62	3.76	3.56	3.45	3.57
Our court tracks whether notice is given to parties prior to the next scheduled hearing at which the party must appear.	4.00	4.00	3.86	3.75	3.81	3.87
Judges and court staff have confidence in the accuracy and reliability of court data.	4.04	3.85	3.68	3.66	3.66	3.75
Our court actively monitors the percentage of customer issues that are solved by the first phone call.	3.00	2.90	2.84	2.96	2.93	2.92
Our court identifies when cases with self-represented litigants are stalled and provides help	3.14	3.45	3.42	3.54	3.29	3.38

Information Capital Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
with moving their cases forward.						
Our court periodically audits key case flow processes (e.g., every six months) to ensure established practices are being followed.	3.69	3.48	3.35	3.48	3.20	3.38
Our court is able to document the average time from filing to disposition for civil and criminal cases.	4.28	3.89	4.07	3.64	3.96	3.94
Information Capital Overall Averages	3.62	3.57	3.49	3.40	3.43	3.49

Technology Capital Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
In our court, the business needs articulated by judges, managers, and staff drive the acquisition and use of technology.	3.50	3.65	3.42	3.56	3.75	3.60
Our court has a well-defined replacement cycle for keeping our information technology up to date.	3.16	3.26	3.43	3.39	3.32	3.32
Our court manages its information technology through a governance structure that includes judges, managers, and staff.	3.60	3.79	3.84	3.52	3.58	3.65
Our chief information officer reports directly to the court administrator and is a member of the court's senior management team.	4.35	4.18	4.09	4.08	4.44	4.27
Judges and court staff are well supported in training and ongoing support on the use of court information systems.	3.56	3.69	3.31	3.50	3.49	3.51
Justice system partners regard the court as a leader in finding and implementing efficient information sharing technologies.	3.41	3.64	3.80	3.56	3.89	3.70
Judges and court staff feel a sense of competence in the use of the court's information systems as they pertain to court work.	3.65	3.76	3.69	3.75	3.55	3.67
Our court takes advantage of opportunities presented by technologies to rethink and improve our processes.	3.31	3.53	3.50	3.48	3.63	3.52
The court's data are secure and backed up and the court could quickly resume operations after a disaster.	3.65	4.11	4.16	3.86	3.92	3.95
The design of the court's information systems promotes consistency and quality of the data entered into those systems.	3.84	3.63	3.64	3.67	3.47	3.61
Technology Capital Overall Averages	3.60	3.72	3.69	3.64	3.70	3.68

Public Trust and Confidence Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=76	Overall Average N=267
Our court responds promptly to requests for information from court users.	4.05	3.80	3.68	3.76	3.80	3.80
People leaving court understand the court programs and services they have experienced.	3.46	3.38	3.14	3.29	3.29	3.31
Information on court procedures is available to the public and communicated in a way they can easily understand.	3.59	3.67	3.55	3.58	3.47	3.56
Our court provides a description on its website of the legal process for key case types.	3.39	3.66	3.69	3.35	3.81	3.62
Our court assists self-represented litigants on how the legal process works and what is required to proceed.	3.28	3.78	3.86	3.57	3.45	3.58
Our court regularly informs the public about the civic responsibility of jury service.	3.29	3.80	3.88	3.51	3.77	3.68
Our court holds focus group sessions to examine public views on what can be done to improve the performance of the court.	3.00	2.70	2.39	2.54	2.79	2.69
Members of the public seated in a courtroom have no difficulty hearing court participants.	3.72	3.77	3.74	3.56	3.72	3.71
Our court publishes materials that explain the costs and eligibility requirements for obtaining various forms of legal assistance.	3.48	3.79	3.31	3.15	3.26	3.39
Our court has effective mechanisms in place to compile representative source lists from which to draw prospective jurors.	4.00	4.00	3.68	3.97	4.09	3.97
Public Trust and Confidence Overall Averages	3.53	3.64	3.49	3.43	3.55	3.53

Support of Legitimizing Authorities Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=	Overall Average N=267
Our court regularly publicizes the results of its performance measurement.	3.60	3.28	3.46	3.16	3.73	3.46
Our court publicizes what has been done to improve performance and refine practices.	3.52	3.30	3.72	3.26	3.39	3.41
Our court welcomes evaluations of its performance by outside organizations.	3.78	3.49	3.67	3.45	3.47	3.53
Our court makes available on its website performance measurement results and evaluation reports of court programs.	3.19	3.32	3.46	3.19	3.50	3.35
Our court meets on a regular basis with its partners in the justice system to discuss issues of mutual concern.	3.38	3.39	3.68	3.39	3.39	3.44
Our court looks for opportunities to discuss court matters at meetings of civic organizations.	3.47	3.31	3.35	3.13	3.06	3.22
Our court provides justifications for increases in fees.	3.90	3.57	3.45	3.57	3.85	3.67

Support of Legitimizing Authorities Statements	> 2 N=32	2/5 N=60	5/10 N=48	10/20 N=51	< 20 N=	Overall Average N=267
Our court requests the bar and other organizations to speak on its behalf about its performance with policy makers.	3.69	3.42	3.46	3.00	3.39	3.36
Our court seeks the views of legislative and executive branches as to how well the court is meeting its responsibilities.	4.11	3.49	3.20	3.41	3.38	3.47
Our court officials responsibly seek, use, and account for public funds and other resources.	4.04	3.63	3.54	3.56	3.83	3.72
Support of Legitimizing Authorities Overall Averages	3.67	3.42	3.50	3.31	3.50	3.46

Appendix B: High Performance Court Summary of Judicial Officers Responses

Survey Dissemination

The Judiciary of Guam (Judiciary) asked the NCSC to conduct the HPC self-assessment survey with all judges and staff in the Judiciary. The survey was launched July 1, 2019 and closed on July 31, 2019. Participants of the survey included judges and judicial officers from the courts, as well as administrators, managers, leads, supervisors, and staff. This report focuses on judge and judicial officer responses.

Judge/Judicial Officer Summary

Procedural Satisfaction

Procedural satisfaction is the extent to which court customers perceive the court as providing fair and accessible service to all who enter the courthouse doors. A court enhances court users' perceptions of fairness by being responsive to the individual needs and characteristics of each case and customer.

This performance area focuses on how easily accessible the court is to court users and how well court users can understand the legal system based on their interaction with the court. Court staff are knowledgeable, helpful, and provide excellent customer service.

Some of the more highly rated items include:

- Individuals can find information about the court's location, hours, and parking options on the court's website (4.11).
- Litigants believe the judge is an honest and impartial decision maker who bases decisions on facts (4.11).

Some potential areas of improvement include:

- In our court, mandatory case management conferences can be held, when appropriate, by telephone or video for the convenience of litigants (2.86).
- Court customers' complaints are studied to identify patterns and prevent the same problems from recurring (2.17).
- For certain uncontested matters (e.g., traffic), individuals can use our court's website to schedule the date and time of appearance (1.71).

Effectiveness

Effectiveness is a court's ability to achieve its goals in successfully completing and following through on activities that matter to customers.

This performance area focuses on whether a court is consistent on enforcing policies, hears cases on their scheduled date, tracks and records sentences, and keeps up-to-date records for jury selection.

There were no highly rated items (over 4.00).

Some potential areas of improvement include:

- Our court monitors and manages the monetary penalties it orders (2.88).
- Our court tracks whether criminal offenders are in compliance with court orders (2.50).
- The mailing lists used by our court for jury summonses are up-to-date and result in very few notices returned as undeliverable (2.00).
- Judges throughout our court consistently enforce the same policy to limit continuances (2.00).

Efficiency

Efficiency concerns the relationship between planned processes and actual processes that a court uses to resolve cases.

This performance area focuses on ensuring that case files and records are complete, accurate, and easily located to provide fair and timely justice to the court user. Knowledge of clearance rates for various case types can help the court identify emerging problems and target improvements. This also provides information needed for the court to focus its attention on cases near to or about to exceed the court's time standards that warrant attention to minimize court delay.

There were no highly rated items (over 4.00).

Some potential areas of improvement include:

- Discovery practices are well-managed and are not a significant source of delay for civil cases (2.71).
- Our court answers all phone calls within a definite time frame (e.g., 90% within 3 rings) (2.71).

Productivity

Productivity is a court's ability to generate and enhance its services to the public.

This performance area focuses on a court's maintenance of its operations and continued assessments to see if its services are doing what they're supposed to and adjusting as needed. This performance area also focuses on the number of judges and staff needed for each case type

to effectively resolve cases in an efficient and timely manner. Being productive means consistently evaluating and fine-tuning processes so that all cases receive an appropriate amount of judge and staff time.

There were no highly rated items (over 4.00).

Some potential areas of improvement include:

- Our court knows what its expenditures are, on average, to resolve criminal, juvenile, domestic relations, and traffic cases (2.75).
- Our court has simplified processes when appropriate to make it easier for court customers (2.75).
- Our court identifies cases with multiple continuances so that these can be brought to a judge's attention (2.11).
- Our court uses an objective and standardized approach (e.g., weighted caseload) to assess the need for judges and staff by case type (1.44).

Organizational Capital

Organizational capital refers to the coordination of court members to provide consistent expectations of the court.

This performance area focuses on clearly defined leadership roles and leaders to improve court functions and provide direction to staff members in an easily understood and expected way. A strong relationship between the court leader and the judge/court managers results in a unified court working towards the same defined goals. These leaders meet/communicate regularly to enforce expectations, rules, and solve court related business problems.

There were no highly rated items (over 4.00).

Some potential areas of improvement include:

- There is good communication among the court, prosecutor, and indigent defense about criminal case management problems (2.75).
- Judges and court managers meet together regularly to discuss how to solve court business problems (2.60).
- Making time to discuss the results of performance measurement is a regular item on the agenda of judges' and court staff meetings (2.22).

Human Capital

Human capital is the shared belief among all court personnel that every individual makes a contribution to the fulfillment of court functions and each individual contribution affects overall court performance.

This performance area focuses on the internal workings of a court. Staff should be properly trained and have the needed resources to do their job well while receiving regular feedback from

their managers. The court should be an open environment where every employee's suggestions and feedback are encouraged and looked into. There is regular communication amongst all court personnel to make sure they are all working effectively, receiving needed information, and are consistent in providing the same quality of work.

There were no highly rated items (over 4.00).

Some potential areas of improvement include:

- Managers and supervisors follow up on employee suggestions for improvements in services and work processes (2.89).
- Court leaders communicate important information to staff in a timely manner (2.67).
- Staff are given education and training in court performance monitoring, analysis, and management (2.67).
- Staff have the resources (materials, equipment, supplies, etc.) necessary to do their job well (2.60).
- Our court conducts periodic training for all court personnel and judges in case management practices (2.56).
- Staff have opportunities to express their opinion about how things are done in their department (2.40).

Information Capital

Information capital involves pursuing a credible, evidence-based system to evaluate court performance.

This performance area uses data driven systems to track and monitor court activities and court performance measures. This data should be easily understood by all members of the court and be accurate and free of possible errors. The court routinely checks and has an automated system in place to make sure data is accurate, reliable, safe, and secure.

There were no highly rated items (over 4.00).

Some potential areas of improvement include:

- Judges and court staff are actively involved in determining which performance measures are important, needed, and useful (2.90).
- Our court periodically audits key case flow processes (e.g., every six months) to ensure established practices are being followed (2.78).
- Our court has an automated process to identify possible data entry errors (2.50).
- Our court identifies when cases with self-represented litigants are stalled and provides help with moving their cases forward (1.89).
- Our court actively monitors the percentage of customer issues that are solved by the first phone call (1.71).

Technology Capital

Technology capital involves using technology to achieve greater efficiency and quality to court service and court functionality.

This performance area focuses on implementing technology in an integrated way, keeping the technology up-to-date, maintaining alignment between technology and business goals, and overseeing the state of technology in an operationally competent manner. All members of the court should have adequate training to use the technology implemented in their court and be confident that all court data is accurately entered and secure.

There were no highly rated items (over 4.00).

Some potential areas of improvement include:

- In our court, the business needs articulated by judges, managers, and staff drive the acquisition and use of technology (2.78).
- Our court takes advantage of opportunities presented by technologies to rethink and improve our processes (2.78).
- Our court manages its information technology through a governance structure that includes judges, managers, and staff (2.44).
- Our court has a well-defined replacement cycle for keeping our information technology up to date (2.38).

Public Trust and Confidence

Public trust and confidence includes assessments concerning how easily the public can understand and use the court system.

This performance area focuses on how well the public can access and understand the court and the court process. The court should provide adequate information online, through pamphlets, and other means of communication so members of the public can understand what their hearing meant, get general FAQs answered, their importance for juries, and know who to turn to for more assistance.

There were no highly rated items (over 4.00).

Some potential areas of improvement include:

- Our court provides a description on its website of the legal process for key case types (2.50).
- Our court publishes materials that explain the costs and eligibility requirements for obtaining various forms of legal assistance (2.22).
- Our court holds focus group sessions to examine public views on what can be done to improve the performance of the court (1.38).

Support of Legitimizing Authorities

Support of legitimizing authorities involves providing transparency of the court's performance measures and their results to receive support from the public and private sectors.

This performance area focuses on the openness of a court to receive support from the public and their partners in the justice system. The court should regularly publicize the results of its performance measures and how well it succeeded in meeting those goals in both paper and online format. The court should be honest and open while seeking the support from other organizations through conducting outside evaluations, participating in civic meetings, and meeting regularly with other members of the court system (such as the bar) to gain support for the court.

There were no highly rated items (over 4.00).

Some potential areas of improvement include:

- Our court requests the bar and other organizations to speak on its behalf about its performance with policy makers (2.75).
- Our court makes available on its website performance measurement results and evaluation reports of court programs (2.63).
- Our court seeks the views of legislative and executive branches as to how well the court is meeting its responsibilities (2.63).
- Our court publicizes what has been done to improve performance and refine practices (2.50).
- Our court looks for opportunities to discuss court matters at meetings of civic organizations (2.44).
- Our court meets on a regular basis with its partners in the justice system to discuss issues of mutual concern (2.22).

Appendix C: Survey of Court Litigants/Users

The Appendix shows the level of agreement by the different experience and groups of court users. These results can be used to see where discrepancies lie amongst the different groups and can be a starting point for discussion.

Averages by Time in Court

Below are the averages for each area shown by the time the user spent conducting his/her court business. The tables below show that court patrons who were able to conduct their business in 30 minutes or less tend to have a more favorable opinion of the court, while those who spent more than two hours did not necessarily strongly agree with all the statements. Please note that “N” means the number of respondents per group.

Overall Performance Rating	Less than 30 min. N=404	30 but less than 60 min. N=91	1 but less than 2 hours N=51	2 hours or more N=35	Don't know/not sure N=63	Overall Average N=644
Overall, how would you rate the Guam Judiciary (Supreme Court, Superior Court, Northern Court) on overall performance or service (in 2019)?	3.32	3.17	2.85	2.88	2.96	3.04

	Less than 30 min. N=404	30 but less than 60 min. N=91	1 but less than 2 hours N=51	2 hours or more N=35	Don't know/not sure N=63	Overall Average N=644
Accessibility						
The information I needed to complete my court business was easy to get.	5.40	5.02	4.57	4.62	4.96	4.91
The courts do a good job of helping people who represent themselves (i.e., do not have an attorney).	5.34	5.09	4.45	4.33	4.87	4.82
The courts do a good job of helping people who do not speak or understand English.	5.30	5.27	4.78	4.54	5.00	4.98
The courts are accessible to persons with disabilities.	5.44	5.27	4.80	4.69	5.17	5.08
The pro se forms (e.g., guardianship, uncontested divorce) on the Judiciary's website were useful to me.	5.19	4.96	4.69	4.76	4.61	4.84
Accessibility Overall Averages	5.33	5.12	4.66	4.59	4.92	4.93

	Less than 30 min. N=404	30 but less than 60 min. N=91	1 but less than 2 hours N=51	2 hours or more N=35	Don't know/not sure N=63	Overall Average N=644
Timeliness						
I was able to complete my court business today in a reasonable amount of time.	5.49	4.85	4.52	4.41	4.64	4.78
Court staff assisted me in a timely manner (if applicable).	5.59	5.16	4.75	4.68	4.96	5.03
My court hearing today (if applicable) started at the time it was scheduled to begin.	5.04	4.76	3.89	3.28	4.37	4.27
The time it has taken (is taking) to resolve my case (or the case in which I am involved) has been (is) reasonable (if applicable).	4.96	4.83	4.17	3.89	4.23	4.42
Timeliness Overall Averages	5.27	4.90	4.33	4.06	4.55	4.62

	Less than 30 min. N=404	30 but less than 60 min. N=91	1 but less than 2 hours N=51	2 hours or more N=35	Don't know/not sure N=63	Overall Average N=644
Fairness						
I was treated the same as everyone else.	5.54	5.39	4.65	4.82	4.94	5.07
As I leave the court, I know what I need to do next to complete my court business.	5.58	5.32	5.14	4.88	4.79	5.14
The judicial officer hearing my case (or the case in which I am involved) treated me with respect (if applicable).	5.42	5.40	5.10	5.00	4.93	5.17
I believe the ruling/decision reached in my case (or the case in which I was involved) was fair (if applicable).	5.24	5.07	4.78	4.65	4.54	4.86
Fairness Overall Averages	5.44	5.30	4.92	4.84	4.80	5.06

	Less than 30 min. N=404	30 but less than 60 min. N=91	1 but less than 2 hours N=51	2 hours or more N=35	Don't know/not sure N=63	Overall Average N=644
Quality/Effectiveness						
I felt safe in the courthouse; the level of security at the courthouse is adequate.	5.61	5.49	5.28	4.88	5.22	5.30
The Judiciary's facilities were/are adequate.	5.56	5.39	5.00	4.97	5.12	5.21
Quality/Effectiveness Overall Averages	5.59	5.44	5.14	4.92	5.17	5.25

	Less than 30 min. N=404	30 but less than 60 min. N=91	1 but less than 2 hours N=51	2 hours or more N=35	Don't know/not sure N=63	Overall Average N=644
Communication with the Public/Others						
The Judiciary does a good job of educating the public about the courts.	5.18	5.11	4.39	4.40	4.63	4.74

Averages by Role in Court Matter

Below are the averages for each area shown by the role that the court patron played in the court matter. Please note that to fit the borders of the pages, the roles have been abbreviated to the following: PL for party to a legal matter, PS for pro se party to legal matter, VI for victim, WI for witness, JU for juror, FF for family/friend, CR for collections/other rep, VS for visitor, CL for other-clearance, OT for other, and DK for don't know/not sure. "N" means the number of respondents per group.

Overall Performance Rating	PL N=88	PS N=15	VI N=18	WI N=1	JU N=57	FF N=49	CR N=18	VS N=90	CL N=132	OT N=108	DK N=57	Overall Average N=633
Overall, how would you rate the Guam Judiciary (Supreme Court, Superior Court, Northern Court) on <u>overall performance or service</u> (in 2019)?	2.93	3.13	2.82	2.00	3.24	3.02	2.82	3.25	3.45	3.36	3.15	3.02

Accessibility	PL N=88	PS N=15	VI N=18	WI N=1	JU N=57	FF N=49	CR N=18	VS N=90	CL N=132	OT N=108	DK N=57	Overall Average N=633
The information I needed to complete my court business was easy to get.	4.80	4.93	4.35	4.00	5.25	4.96	5.41	5.40	5.51	5.27	5.12	5.00
The courts do a good job of helping people who represent themselves (i.e., do not have an attorney).	4.68	5.23	4.41	2.00	5.07	4.86	5.13	5.39	5.45	5.31	4.89	4.77
The courts do a good job of helping people who do not speak or understand English.	5.03	5.33	4.76	3.00	5.10	5.00	5.27	5.11	5.38	5.35	5.11	4.95
The courts are accessible to persons with disabilities.	5.16	5.70	5.00	3.00	5.22	5.05	5.27	5.34	5.51	5.39	5.16	5.07
The pro se forms (e.g., guardianship, uncontested divorce) on the Judiciary's website were useful to me.	4.94	4.50	4.45	4.00	5.17	4.88	5.45	5.03	5.34	5.11	4.79	4.88
Accessibility Overall Averages	4.92	5.14	4.60	3.20	5.16	4.95	5.31	5.26	5.44	5.29	5.01	4.93

Timeliness	PL N=88	PS N=15	VI N=18	WI N=1	JU N=57	FF N=49	CR N=18	VS N=90	CL N=132	OT N=108	DK N=57	Overall Average N=633
I was able to complete my court business today in a reasonable amount of time.	4.75	5.33	4.33	5.00	5.14	4.91	4.83	5.33	5.60	5.43	4.96	5.06
Court staff assisted me in a timely manner (if applicable).	5.02	5.40	4.35	3.00	5.20	5.13	5.28	5.47	5.66	5.57	5.24	5.03
My court hearing today (if applicable) started at the time it was scheduled to begin.	4.29	4.92	4.18	1.00	4.23	4.12	4.86	5.04	5.30	4.96	4.43	4.30
The time it has taken (is taking) to resolve my case (or the case in which I am involved) has been (is) reasonable (if applicable).	4.27	4.33	4.00	1.00	4.83	4.31	4.63	5.19	5.28	5.13	4.67	4.33
Timeliness Overall Averages	4.58	5.00	4.22	2.50	4.85	4.62	4.90	5.26	5.46	5.27	4.83	4.68

Fairness	PL N=88	PS N=15	VI N=18	WI N=1	JU N=57	FF N=49	CR N=18	VS N=90	CL N=132	OT N=108	DK N=57	Overall Average N=633
I was treated the same as everyone else.	4.97	5.53	4.83	1.00	5.22	5.15	5.24	5.53	5.68	5.48	5.19	4.89
As I leave the court, I know what I need to do next to complete my court business.	5.20	5.21	5.22	6.00	5.23	5.09	5.44	5.52	5.63	5.56	5.28	5.40
The judicial officer hearing my case (or the case in which I am involved) treated me with respect (if applicable).	5.30	5.57	5.06	1.00	5.34	4.91	5.42	5.26	5.57	5.48	4.88	4.89
I believe the ruling/decision reached in my case (or the case in which I was involved) was fair (if applicable).	4.92	5.43	4.59	2.00	5.22	4.41	5.33	5.09	5.50	5.32	4.88	4.79
Fairness Overall Averages	5.10	5.44	4.92	2.50	5.25	4.89	5.36	5.35	5.59	5.46	5.06	4.99

Quality/Effectiveness	PL N=88	PS N=15	VI N=18	WI N=1	JU N=57	FF N=49	CR N=18	VS N=90	CL N=132	OT N=108	DK N=57	Overall Average N=633
I felt safe in the courthouse; the level of security at the courthouse is adequate.	5.44	5.20	5.00	6.00	5.44	5.33	5.41	5.55	5.70	5.56	5.18	5.44
The Judiciary's facilities were/are adequate.	5.21	5.47	4.94	4.00	5.43	5.36	5.41	5.51	5.65	5.48	5.12	5.23
Quality/Effectiveness Overall Averages	5.32	5.33	4.97	5.00	5.44	5.34	5.41	5.53	5.67	5.52	5.15	5.34

Communication with the Public/Others	PL N=88	PS N=15	VI N=18	WI N=1	JU N=57	FF N=49	CR N=18	VS N=90	CL N=132	OT N=108	DK N=57	Overall Average N=633
The Judiciary does a good job of educating the public about the courts.	4.70	4.64	4.53	4.00	5.08	4.72	4.88	5.09	5.25	5.20	4.81	4.81

Averages by Court Business

Below are the averages for each area shown by the court business that the patron was conducting. Please note that to fit the borders of the pages, the roles have been abbreviated to the following: INFO for information/documents/clearance, FILE for filed papers, PAY for made a payment, JURY for jury duty, HEAR for hearing or trial, PO for met with PO, etc., MEET for attended a meeting, TOUR for court tour/event, OT for other, and DK for don't know/not sure. Marriage ceremony was removed from the tables below since no responses were received for that option. "N" means the number of respondents per group.

Overall Performance Rating	INFO N=235	FILE N=58	PAY N=47	JURY N=55	HEAR N=59	PO N=66	MEET N=5	TOUR N=1	OT N=78	DK N=31	Overall Average N=635
Overall, how would you rate the Guam Judiciary (Supreme Court, Superior Court, Northern Court) on <u>overall performance or service</u> (in 2019)?	3.36	3.21	3.50	3.26	2.86	2.87	3.00	4.00	3.25	3.04	3.24

Accessibility	INFO N=235	FILE N=58	PAY N=47	JURY N=55	HEAR N=59	PO N=66	MEET N=5	TOUR N=1	OT N=78	DK N=31	Overall Average N=635
The information I needed to complete my court business was easy to get.	5.46	5.12	5.50	5.21	4.54	5.00	5.00	5.00	5.10	4.96	5.09
The courts do a good job of helping people who represent themselves (i.e., do not have an attorney).	5.39	5.18	5.56	5.21	4.77	4.60	5.20	5.00	5.07	4.64	5.06
The courts do a good job of helping people who do not speak or understand English.	5.28	5.24	5.38	5.13	4.92	5.07	5.60	5.00	5.27	4.77	5.17
The courts are accessible to persons with disabilities.	5.46	5.25	5.37	5.26	4.85	5.12	6.00	6.00	5.40	5.08	5.38
The pro se forms (e.g., guardianship, uncontested divorce) on the Judiciary's website were useful to me.	5.26	5.08	5.41	5.11	4.71	4.55	4.50	6.00	5.19	4.78	5.06
Accessibility Overall Averages	5.37	5.18	5.44	5.18	4.76	4.87	5.26	5.40	5.21	4.85	5.15

Timeliness	INFO N=235	FILE N=58	PAY N=47	JURY N=55	HEAR N=59	PO N=66	MEET N=5	TOUR N=1	OT N=78	DK N=31	Overall Average N=635
I was able to complete my court business today in a reasonable amount of time.	5.54	5.35	5.52	5.09	4.71	4.63	4.80	5.00	5.22	4.42	5.03
Court staff assisted me in a timely manner (if applicable).	5.61	5.51	5.51	5.30	4.89	4.90	5.40	6.00	5.35	5.07	5.35
My court hearing today (if applicable) started at the time it was scheduled to begin.	5.23	5.08	5.42	4.48	4.09	4.24	4.25	6.00	4.43	4.45	4.77
The time it has taken (is taking) to resolve my case (or the case in which I am involved) has been (is) reasonable (if applicable).	5.22	4.93	5.27	4.92	4.15	4.27	4.00	5.00	4.65	4.16	4.66
Timeliness Overall Averages	5.40	5.22	5.43	4.95	4.46	4.51	4.61	5.50	4.91	4.53	4.95

Fairness	INFO N=235	FILE N=58	PAY N=47	JURY N=55	HEAR N=59	PO N=66	MEET N=5	TOUR N=1	OT N=78	DK N=31	Overall Average N=635
I was treated the same as everyone else.	5.63	5.35	5.64	5.28	5.00	4.88	5.60	6.00	5.28	4.85	5.35
As I leave the court, I know what I need to do next to complete my court business.	5.61	5.40	5.63	5.28	5.15	5.28	5.60	3.00	5.34	4.91	5.12
The judicial officer hearing my case (or the case in which I am involved) treated me with respect (if applicable).	5.51	5.41	5.52	5.31	5.19	5.13	5.50	6.00	5.25	4.90	5.37
I believe the ruling/decision reached in my case (or the case in which I was involved) was fair (if applicable).	5.42	5.26	5.39	5.33	4.70	4.64	3.75	5.00	5.16	4.78	4.94
Fairness Overall Averages	5.54	5.36	5.54	5.30	5.01	4.98	5.11	5.00	5.26	4.86	5.20

Quality/Effectiveness	INFO N=235	FILE N=58	PAY N=47	JURY N=55	HEAR N=59	PO N=66	MEET N=5	TOUR N=1	OT N=78	DK N=31	Overall Average N=635
I felt safe in the courthouse; the level of security	5.68	5.48	5.60	5.48	5.39	5.05	5.40	6.00	5.46	5.34	5.49

at the courthouse is adequate.											
The Judiciary's facilities were/are adequate.	5.62	5.38	5.61	5.44	5.17	5.02	5.40	6.00	5.41	5.08	5.41
Quality/Effectiveness Overall Averages	5.65	5.43	5.60	5.46	5.28	5.03	5.40	6.00	5.44	5.21	5.45

Communication with the Public/Others	INFO N=235	FILE N=58	PAY N=47	JURY N=55	HEAR N=59	PO N=66	MEET N=5	TOUR N=1	OT N=78	DK N=31	Overall Average N=635
The Judiciary does a good job of educating the public about the courts.	5.19	5.15	5.12	5.06	4.53	4.65	4.80	6.00	5.06	4.79	5.03

Averages by Ethnic Background

Below are the averages for each area shown by the identified ethnic background of the court user. “N” means the number of respondents per group.

Overall Performance Rating	Chamorro N=273	Filipino N=170	Caucasian N=22	Micronesian N=93	More than 1 race/ ethnic N=51	Other N=36	Overall Average N=645
Overall, how would you rate the Guam Judiciary (Supreme Court, Superior Court, Northern Court) on overall performance or service (in 2019)?	3.15	3.30	3.39	3.32	2.94	3.31	3.23

Accessibility	Chamorro N=273	Filipino N=170	Caucasian N=22	Micronesian N=93	More than 1 race/ ethnic N=51	Other N=36	Overall Average N=645
The information I needed to complete my court business was easy to get.	5.17	5.33	5.00	5.16	5.00	5.30	5.16
The courts do a good job of helping people who represent themselves (i.e., do not have an attorney).	5.06	5.22	4.56	5.05	5.05	5.32	5.04
The courts do a good job of helping people who do not speak or understand English.	5.20	5.21	4.80	5.15	4.83	5.52	5.12
The courts are accessible to persons with disabilities.	5.31	5.35	5.14	5.23	5.07	5.54	5.27
The pro se forms (e.g., guardianship, uncontested divorce) on the Judiciary’s website were useful to me.	5.06	5.15	4.25	5.00	4.73	5.06	4.87
Accessibility Overall Averages	5.16	5.25	4.75	5.12	4.94	5.35	5.09

	Chamorro N=273	Filipino N=170	Caucasian N=22	Micronesian N=93	More than 1 race/ ethnic N=51	Other N=36	Overall Average N=645
Timeliness							
I was able to complete my court business today in a reasonable amount of time.	5.10	5.32	5.45	5.29	4.85	5.46	5.25
Court staff assisted me in a timely manner (if applicable).	5.36	5.38	5.43	5.26	5.23	5.63	5.38
My court hearing today (if applicable) started at the time it was scheduled to begin.	4.49	4.86	5.00	4.72	4.40	4.93	4.73
The time it has taken (is taking) to resolve my case (or the case in which I am involved) has been (is) reasonable (if applicable).	4.68	4.88	5.17	4.83	4.31	4.76	4.77
Timeliness Overall Averages	4.91	5.11	5.26	5.03	4.70	5.19	5.03

	Chamorro N=273	Filipino N=170	Caucasian N=22	Micronesian N=93	More than 1 race/ ethnic N=51	Other N=36	Overall Average N=645
Fairness							
I was treated the same as everyone else.	5.26	5.48	5.55	5.32	5.15	5.67	5.40
As I leave the court, I know what I need to do next to complete my court business.	5.38	5.45	5.50	5.38	5.12	5.65	5.41
The judicial officer hearing my case (or the case in which I am involved) treated me with respect (if applicable).	5.36	5.32	5.17	5.12	5.21	5.30	5.25
I believe the ruling/decision reached in my case (or the case in which I was involved) was fair (if applicable).	5.01	5.24	5.08	4.93	4.93	5.22	5.07
Fairness Overall Averages	5.25	5.37	5.32	5.19	5.10	5.46	5.28

Quality/Effectiveness	Chamorro N=273	Filipino N=170	Caucasian N=22	Micronesian N=93	More than 1 race/ ethnic N=51	Other N=36	Overall Average N=645
I felt safe in the courthouse; the level of security at the courthouse is adequate.	5.48	5.57	5.73	5.29	5.19	5.69	5.49
The Judiciary's facilities were/are adequate.	5.43	5.48	5.43	5.30	4.98	5.60	5.37
Quality/Effectiveness Overall Averages	5.46	5.52	5.58	5.29	5.09	5.64	5.43

Communication with the Public/Others	Chamorro N=273	Filipino N=170	Caucasian N=22	Micronesian N=93	More than 1 race/ ethnic N=51	Other N=36	Overall Average N=645
The Judiciary does a good job of educating the public about the courts.	4.98	5.12	5.00	5.00	4.40	5.28	4.96

Appendix D: Strategic Planning Workshop Agenda

Judiciary of Guam Strategic Planning Workshop

Tuesday, October 15, 2019
9:00 a.m. – 4:00 p.m.

Judicial Education Center

Time*	Agenda Items	Presenter
9:00 a.m.	I. Welcome, Introductions, and Opening Remarks A. Introduction of workshop participants and facilitator B. Review goals and purposes of the workshop	Chief Justice Katherine A. Maraman
9:15 a.m.	II. Review the Judiciary of Guam 2016-2019 Strategic Plan A. <i>What were the accomplishments? What were the challenges?</i> B. <i>What should be carried over to the 2020-2023 strategic plan?</i>	Patti Tobias
10:15 a.m.	Break	
10:30 a.m.	III. Introduction of the Strategic Planning Process and the High Performance Court Framework A. Overview B. What are the major themes from the High Performance Court Framework survey responses, interviews, stakeholders, patrons, and focus groups? C. What other strategic focus areas should be considered? Justice and mental health? Case management and case assignments?	Patti Tobias
11:30 a.m.	IV. Areas for Consideration in the Strategic Plan A. Discuss (4 or 5) major initiatives B. Identify and prioritize strategic objectives for major initiatives C. Identify any gaps	Patti Tobias
12:00 noon	Lunch (on your own)	
1:30 p.m.	V. Break Out into Strategic Focus Areas (each group will be led by a Chair and Co-Chair and	All

Time*	Agenda Items	Presenter
	<i>will complete an implementation plan)</i>	
2:30 p.m.	Break	
2:45 p.m.	VI. Next Steps / Additional Thoughts <ul style="list-style-type: none">A. Each group will report out on its action and implementation plan and invite feedbackB. Discuss how we will measure success and the governance of the 2020-2023 strategic plan; the draft 2020-2023 strategic plan (major initiatives and goals) will be circulated for comment by November 15, 2019C. Distribute final strategic plan, as adjusted, by November 22, 2019D. Approve strategic plan on November 25 or 26, 2019, by phone conference (who approves?)E. January 1, 2020 – implement the strategic plan leadership process	Patti Tobias
3:45 p.m.	VII. Closing Remarks	Chief Justice Katherine A. Maraman
4.00 p.m.	VIII. Adjourn	

**All times are approximate and are subject to change.*



JUDICIARY OF GUAM
120 WEST O'BRIEN DRIVE
HAGĀTÑA, GUAM 96910