

**OFFICE OF COURT ADMINISTRATION  
STRATEGIC PLAN  
FY 2007 – 2011**

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## **THE MISSION OF TEXAS STATE GOVERNMENT**



**TEXAS STATE GOVERNMENT MUST BE LIMITED, EFFICIENT, AND ACCOUNTABLE. IT SHOULD FOSTER OPPORTUNITY COMPLETELY AND ECONOMIC PROSPERITY, FOCUS ON CRITICAL PRIORITIES, AND SUPPORT THE CREATION OF STRONG FAMILY ENVIRONMENTS FOR OUR CHILDREN. THE STEWARDS OF THE PUBLIC TRUST MUST BE MEN AND WOMEN WHO ADMINISTER STATE GOVERNMENT IN A FAIR, JUST, AND RESPONSIBLE MANNER. TO HONOR THE PUBLIC TRUST, STATE OFFICIALS MUST SEEK NEW AND INNOVATIVE WAYS TO MEET STATE GOVERNMENT PRIORITIES IN A FISCALLY RESPONSIBLE MANNER.**

*AIM HIGH... WE ARE NOT HERE TO ACHIEVE INCONSEQUENTIAL THINGS!*

## **THE PHILOSOPHY OF TEXAS STATE GOVERNMENT**

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires

- individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.

Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

STATE OF TEXAS

OFFICE OF COURT ADMINISTRATION

AGENCY MISSION

**TO PROVIDE RESOURCES AND INFORMATION FOR THE EFFICIENT ADMINISTRATION OF THE JUDICIAL BRANCH OF TEXAS**

The Texas Office of Court Administration provides **resources** for the judicial branch:

- technical assistance, training, and research on court administration;
- staffing for judicial branch regulatory boards and policymaking bodies;
- information technology solutions, including the judicial information website;
- funding and standards for indigent defense services;
- fiscal and legal consultation for appellate courts; and
- staffing and administration for specialty courts.

The Texas Office of Court Administration provides **information** about the judicial branch:

- statistics and analysis of court information and case activity;
- descriptions of court system structure and jurisdiction;
- legislative responses and reports about the courts and judiciary; and
- comparative policy studies and recommendations.

AGENCY PHILOSOPHY

Our office exemplifies the highest standards of ethical and professional conduct. We advocate and practice efficiency and collaboration, and we provide prompt, courteous, and competent service.

## EXTERNAL/INTERNAL ASSESSMENT

### OFFICE OF COURT ADMINISTRATION, TEXAS JUDICIAL COUNCIL



The Office of Court Administration (OCA) *provides resources and information for the efficient administration of the Judicial Branch of Texas.*<sup>1</sup>

The agency was created in 1977 and operates under the direction of the Chief Justice of the Supreme Court of Texas.

The OCA operates in conjunction with the **Texas Judicial Council**, which is the policy-making body for the state judiciary. The Council was created in 1929 by the 41st Legislature to continuously study and report on the organization and practices of the Texas judicial system.

The mission of the OCA has two, primary components,

- providing **RESOURCES**; and
- providing **INFORMATION**.

The agency provides **RESOURCES** to the Judicial Branch of Texas. These resources include technical assistance, training, and research on court administration (the agency's core competency), and staffing for a wide variety of judicial branch regulatory boards and policymaking bodies. OCA provides information technology solutions, including the judicial information website. The agency provides funding and standards for indigent defense services, fiscal and legal consultation for the appellate courts, and staffing and administration for specialized child support courts and child protection courts.

OCA provides **INFORMATION** about the Judicial Branch to the public, the Legislature, state and federal agencies, local governments, private associations and public interest groups, and members of the bar, among others. These persons and organizations rely on OCA for information about the Judicial Branch, including statistics and analysis of court information and case activity, descriptions of the court system structure and jurisdiction, and results of comparative policy studies and other research impacting the judiciary.

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<sup>1</sup> OCA's previous mission statement was to "promote the effective administration of justice by providing leadership and service to the Texas Judicial System." The new statement was adopted in order to: (1) reflect OCA's role in supporting the Supreme Court's constitutional responsibility for the efficient administration of the Judicial Branch, under Art. V, sec. 31, Texas Constitution; (2) capture the topic of Information as a key product of OCA; and (3) acknowledge that formal leadership is not what our customers seek, though it is a characteristic that OCA hopes to exhibit.

**PRIORITY AND OTHER SERVICE POPULATIONS**



OCA’s service populations are detailed in the table below:

<b>Customer Group</b>	<b>Number of Organizations</b>	<b>Number of Individuals</b>
State Highest Appellate Courts		
Supreme Court	1	9
Court of Criminal Appeals	1	9
State Intermediate Appellate Courts	14	94
State Trial Courts (District Courts)	432	432 <sup>2,3</sup>
Constitutional County Courts	254	254 <sup>3,4</sup>
Statutory County Courts	233	233 <sup>3,5</sup>
Justice of the Peace Courts	825	825
Municipal Courts	911	1,204 <sup>6</sup>
Administrative Judicial Regions	9	9
Court Coordinators/Managers	770	770
District Clerks and County Clerks	254	443 <sup>7</sup>
Indigent Defense Coordinators	60	60
Court Collections Staff	71	Unknown
Local Administrative Judges/Juvenile Board Chairmen	254	301 <sup>8</sup>
County Auditors/Treasurers	254	254
Court Reporting Firms / Court Reporters	330	2,726
Court Reporting Schools/Court Reporting Examinees	13	288
Process Servers	n/a	1,943
Guardians	Unknown	Unknown
<b>TOTAL</b>	<b>4,686</b>	<b>9,854<sup>9</sup></b>

<sup>2</sup> Many of these judges also serve as the local administrative judge for the district court(s) in the county. There are 129 local administrative district judges (60 district judges serve as local administrative judge in more than one county).

<sup>3</sup> Many of these judges also serve as the juvenile board chairman, as the chairman must be a district, statutory county court, or constitutional county court judge. There are 173 juvenile board chairmen (40 serve in multiple counties).

<sup>4</sup> Many county judges serve both as a trial court judge and as the administrative head of county government.

<sup>5</sup> Many of these judges also serve as the local administrative judge for the statutory county court(s) in the county. There are 82 local administrative statutory county court judges.

<sup>6</sup> Some municipal judges serve in one or more municipal courts. While 1,396 judge positions were reported to OCA in FY 2006, 1,204 individuals served in these positions.

<sup>7</sup> In 63 counties, one clerk serves as both district clerk and county clerk for the county.

<sup>8</sup> There are 129 local administrative district judges (60 district judges serve as local administrative judge in more than one county), and there are 82 local administrative statutory county court judges. There are 173 juvenile board chairmen (40 serve in multiple counties); in addition, 71 local administrative district judges and 22 local administrative statutory county court judges also serve as juvenile board chairmen. When all duplication is removed, the number of individuals serving in these capacities is 301.

<sup>9</sup> This figure does not take into account court clerks and other officials of the Texas judicial system who may use OCA services.

## EXTERNAL ENVIRONMENT

The most significant external issue confronting OCA, the Judicial Council, and the Judicial Branch, is the high degree of decentralization, complexity, and shared local/state responsibility within the Texas court “system.” Texas is one of eleven states classified as having the most decentralized funding of trial courts<sup>10</sup> and, along with having more county funding authorities than any other state, Texas may have the single most fragmented assemblage of trial courts in the U.S.

The “localism” of trial courts enables a lack of organizational and administrative coherence, and broad variations in standards and procedures. Localism fundamentally affects virtually every project undertaken to improve the administration of justice, particularly such programs as indigent defense, collection improvement, court technology, and judicial information.

**Judicial information** deserves particular note because it is at the heart of the mission of OCA and the Judicial Council, and it directly impacts the relationship between the legislative and judicial branches of government: most policy development initiatives depend upon improvements in information and data sharing.

The Office of Court Administration and representatives of the Judicial Branch are involved with various projects (listed below) designed to promote uniformity and consistency in the administration of justice, as well as produce and enhance reporting of information across organizational lines:

- Judicial Data Management Committee of the Texas Judicial Council

*This is a multi-year effort to significantly reform and update the court activity statistics collected by OCA on behalf of the Judicial Council.*

- Judicial Committee on Information Technology (JCIT)

*The JCIT (established by Chapter 77, Government Code) recommends programs and develops standards for implementing and improving technology solutions to provide information in a rapidly-changing, technologically sophisticated society.*

- Supreme Court Task Force on Child Protection Case Management and Reporting

*Created by a March 20, 2006 order of the Court,<sup>11</sup> as a committee of the Task Force on Foster Care, this task force is part of a new emphasis by the Court and OCA to improve court practices for abused and neglected children.*

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<sup>10</sup> Byrnes, Susan. State Funding of Trial Courts: Minnesota’s Transition Experience. 2004. Pg 54. Available at [http://www.ncsconline.org/D\\_ICM/ResearchPapers2004/Byrnes,Susan.pdf](http://www.ncsconline.org/D_ICM/ResearchPapers2004/Byrnes,Susan.pdf).

<sup>11</sup> See the Task Force website at <http://www.supreme.courts.state.tx.us/cpcmr/tfhome.asp>.

- Weighted caseload study mandated by S.B. 729, 79<sup>th</sup> Legislature, R.S.

*S.B. 729 requires a study of the caseloads of the district courts in this state for the purpose of making recommendations regarding the implementation of a systematic approach for analyzing the need for new district courts.*

*A weighted caseload study can help decision makers assess objectively how many judges and court support staff are needed to process the work of the courts effectively and efficiently.*

- Reapportionment of judicial districts by the Judicial Districts Board

*The Judicial Districts Board is directed in Article V, Section 7a, Texas Constitution to “investigate from time to time the necessity of and appropriate locations for new judicial districts.”*

*The purpose of the Board is to reapportion the judicial districts of the state “so that the districts of various judicial districts have judicial burdens that are as nearly equal as possible.”*

- Research to determine best practices based on objective evidence by the Task Force on Indigent Defense.

*One of the driving forces behind this effort is to provide counties with accurate information on how to cost-effectively provide consistent, fair representation for the state’s poorest residents.*

In addition to the projects listed above, OCA employs other techniques to improve the administration of justice in a decentralized and localized environment. Openness and engagement with customers, and a willingness to learn from them, are hallmarks of OCA’s collaborative approach to issues and problem resolution.

Active involvement in a variety of national and state organizations, including groups that are representative of local government,<sup>12</sup> also furthers the quest for best practices, and keeps communication open in a decentralized system. At a more concrete level, OCA often uses the development of model forms and processes to advance court administration.


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<sup>12</sup> These include the organizations listed on page 19 and others such as the Conference of Urban Counties, the County Information Resources Agency, the County Treasurers Association, the County Auditors Association, and various judicial organizations.


### **Significant Trends for State Court Systems**

The future of state court systems will be influenced by a variety of global, national, state and local trends, which are economic, social, demographic, and technological.

In a recent survey, the National Center for State Courts identified some of the more significant trends and their implications.<sup>13</sup> These topics are highlighted below, along with efforts by OCA and other judicial entities to address these issues.

<p><b>Information Technology</b></p> 	<ul style="list-style-type: none"><li>• Growing public expectations that courts will use technology to become more user-friendly and accessible from remote sites.</li><li>• Reduced courthouse-centered civil litigation as e-filing and videoconferencing become more prevalent.</li><li>• Increased complexity of court technology, requiring additional training of many judges and court personnel.</li><li>• Increasing technical sophistication of younger staff driving demand for improved technology services.</li><li>• Need for development of data exchange functional standards.</li></ul>
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*OCA staff supports the Judicial Committee on Information Technology (JCIT) and the Task Force on Child Protection Case Management and Reporting to develop standards for the exchange of justice system data.*

<p><b>Making the Courts Elder-Ready</b></p> 	<ul style="list-style-type: none"><li>• Increasing number of senior citizens will require adaptation of facilities, schedules and processes.</li><li>• Need to develop specialized court dockets to address a variety of issues involving the elderly (e.g. care of aging parents, access to medical services, intergenerational conflicts over transfers of funds, increased need for adult guardians, elder abuse).</li></ul>
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*OCA is working with the newly-formed Guardianship Certification Board mandated by S.B. 6 in the 79<sup>th</sup> Legislature, R.S. to implement the Guardianship Certification program.*

<sup>13</sup> See the survey instrument at Appendix G. The survey results are not yet published.



**Security Threats & Natural Disasters**



- Need to address greater security requirements for court proceedings.
- Creation of emergency preparedness protocols.
- Adoption of disaster recovery and business continuity plans.
- Development of succession planning requirements.

*The Texas Judicial Council appointed a new Committee on Court Security to study issues related to security needs in Texas courts. OCA staff is currently working with the Supreme Court and the regional administrative presiding judges to develop disaster recovery plans.*

**Improving Access to Justice**



- Procedures and forms should facilitate, not deter, use of the courts by pro se litigants.
- Fees and costs for court services must be reasonable.
- Assistance to people with language barriers or disabilities must be available.
- Public records are readily available with due regard given to protection of privacy.
- Implementation of electronic filing and electronic hearings and motions.

*OCA is actively engaging with the Texas Access to Justice Commission and the Texas Equal Access to Justice Foundation to develop improved information for pro se litigants on the state court website.*

**Changing Nature of Families**



- Consideration of unified family court approach.
- Growing use of therapeutic justice concept.
- Need to facilitate permanent placement for abused and neglected children.
- Increased expectations for treatment of juveniles.
- Need to identify family members and cases across jurisdictions.
- Increasing demands for government and court intervention in lifestyle issues.

*OCA is supporting the Supreme Court of Texas in a new focus on child abuse and neglect, through the Task Force on Foster Care and the Task Force on Child Protection Case Management and Reporting, in an effort to improve court practices for abused and neglected children.*

## **INTERNAL ASSESSMENT**

### **Commitment to Customer Service**

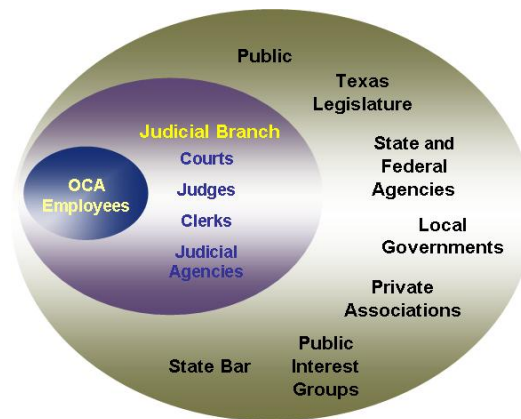
One of OCA's greatest assets is its employees, who share a commitment and belief in the importance of a strong Judicial Branch. Civil society depends upon the existence of a fully functioning system of neutral and independent arbiters of disputes between people, both civil and criminal, and of conflicts between the decisions of elected representatives and the constitutional rights of the people.

This commitment is fostered by a three-tiered approach to customer service, beginning with the internal organizations of the OCA.

At level one, customer service is provided to the employees of OCA by other OCA employees in a mutually supportive culture, so that those who work within the infrastructure enable others in OCA to provide more visible efforts on behalf of external customers.

At the second level, OCA employees serve members of the Judicial Branch, providing resources to courts, judges, clerks, and other judicial agencies.

Finally, OCA employees provide knowledge and information about the Judicial Branch to the third, external layer of legislative, governmental, state bar, media and public customers.



### **Survey of Organizational Excellence**

As part of its ongoing commitment to excellence, the Office of Court Administration participated in the 2005 Survey of Organizational Excellence conducted by the University of Texas.

The survey showed several areas of strength: a culture of continuous improvement, a perception of fairness for employees, lack of burnout, overall job satisfaction, and responses to external influences.

Areas of concern were perceptions of the overall compensation package, the flow of communication, readiness to change, employment development, and the benefits package.

The full text of the 2005 Survey of Organizational Excellence Results, Executive Summary, for OCA is included in Appendix F.

### **Leadership and Staffing**

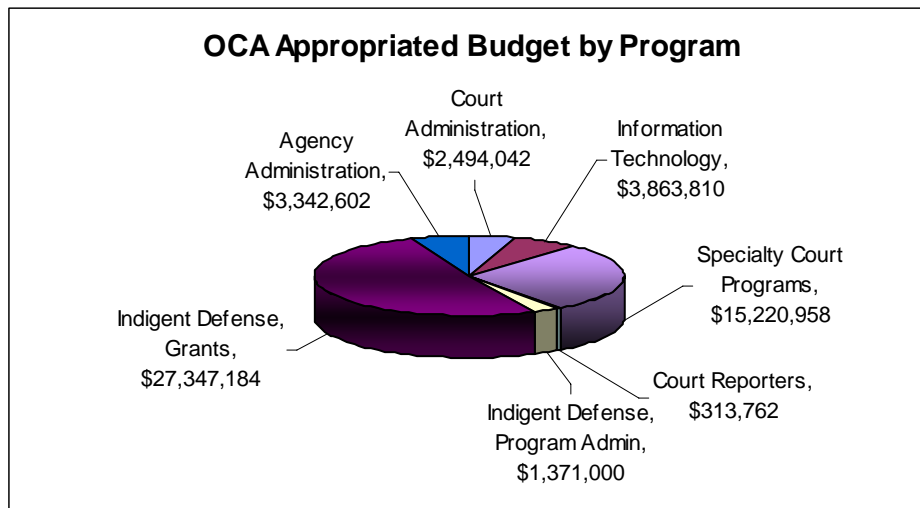
The OCA and Judicial Council are governed by a director who is appointed by and accountable to the Chief Justice of the Supreme Court. The current director was hired in 2005 by a Chief Justice who has headed the Judiciary only since 2004. New leadership in any organization presents the risk of disruption and instability, while, at the same time, offering a corresponding opportunity for dynamic change and improvement.

For OCA, change at the top is tempered by the high degree of professionalism and experience within OCA as a whole. Headquarters<sup>14</sup> employees have, on average, five years of OCA experience and thirteen years' experience working for the State of Texas; agency officials/administrators have an average of seven years' experience at OCA and eighteen years with the State of Texas; and the median length of licensure of the agency's nine headquarters attorneys is seventeen years. For more information about OCA's staffing, see the Workforce Plan in Appendix E.

### **FY 2006-2007 Appropriations**

OCA continues to be challenged by the addition of new and expanded programs beyond its core competency and expertise in court administration. In recent years OCA has grown significantly through the addition of the specialty courts programs for child support and child protection cases, the Task Force on Indigent Defense, the Court Reporter Certification Board, the mandatory collection improvement program, the Guardianship Certification Board, and the Process Service Review Board.

The Office of Court Administration has an appropriated budget for the FY 2006-2007 biennium of approximately \$54 million for the following programs:



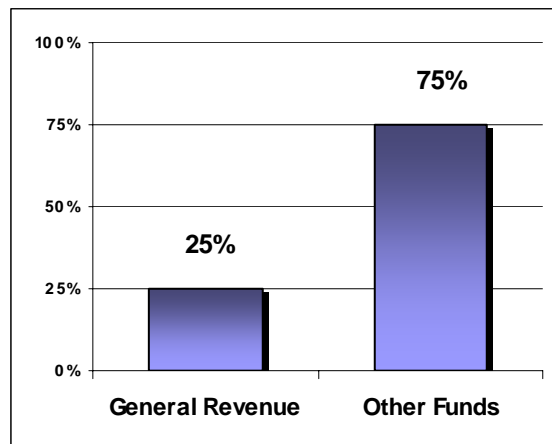
<sup>14</sup> "Headquarters" denotes the 70.5 authorized FTEs in the Tom Clark Building, Austin, and excludes the four regional collections specialists and 114.5 child support courts and child protection courts associate judges and support personnel. It is worth noting that the 55.0 specialty court associate judges have an average of eight years in that role and twelve years' experience working for the State of Texas.

- The programs under **Court Administration** seek to assist courts at all levels to improve their administrative processes in order to promote the efficient administration of the judicial branch in Texas.
- **Information Technology** provides automated solutions for the courts, with policy direction from the Judicial Committee on Information Technology (JCIT).
- The **Specialty Court Programs**, with oversight by the presiding judges of the nine administrative judicial regions, include child support and child protection courts that serve Texas children by expediting child support cases and promoting safety, permanency, and well-being in child abuse and neglect cases.
- The **Indigent Defense** program was created in fiscal year 2002 to improve processes across the state for representation of indigent defendants. The majority of expenditures in this program are for grants to counties to fund indigent defense appointment processes mandated by the Fair Defense Act.
- The **Court Reporters** program certifies individuals to practice court reporting in the State of Texas.
- **Agency Administration** includes the operational activities basic to running the organization: financial management, legal counsel, human resources, information technology, and facilities management.

The agency’s Organization Chart is included in Appendix B.

**Method of Financing**

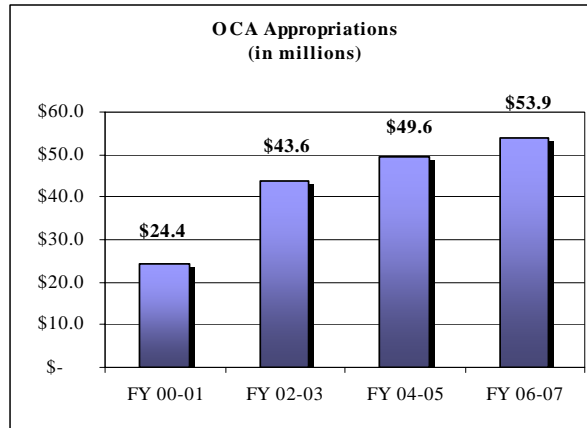
Of the total appropriated budget, approximately \$13 million (or 25%) is funded from General Revenue. The remaining \$41 million (or 75%) comes primarily from the Fair Defense Account (for the Indigent Defense program) and Interagency Contracts (with the Office of Attorney General for the Child Support Courts program).



**Growth In Programs and Appropriations**

For the FY 2000-01 biennium, OCA’s appropriated budget totaled approximately \$24.4 million, which included funding for its core, court administration programs; oversight of information technology projects; payment of travel expenses for docket equalization; assistance to the administrative judicial regions; administration of child support court activities; and the implementation of eight child protection courts.

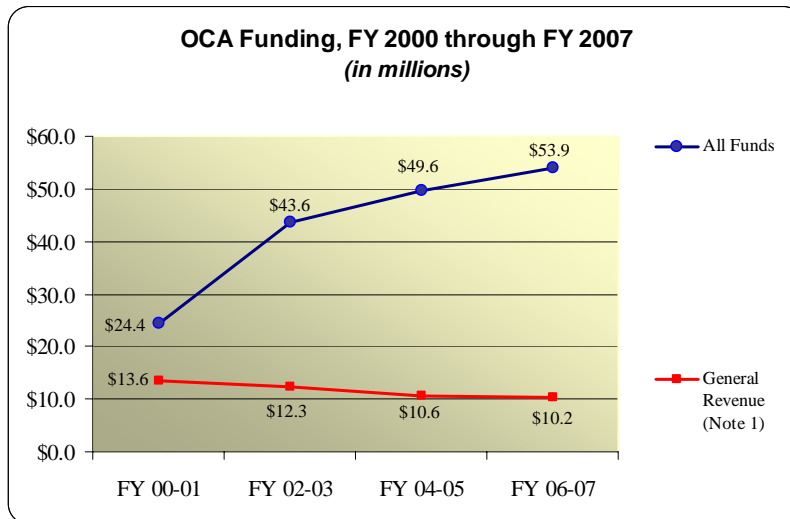
Since that time, the number of child protection courts has increased from 8 to 15; the Task Force on Indigent Defense was created and directed to administer a new indigent defense program; OCA’s model collection improvement program was expanded and made mandatory in the state’s largest counties and cities; the Court Reporters Certification Board was administratively attached to OCA;



and OCA was given responsibility for certifying professional guardians and process servers. As a result, the agency’s budget has more than doubled, as reflected in this chart.

**Reductions in General Revenue Funding**

At the same time OCA’s program responsibilities have grown, appropriations from General Revenue for core programs and administrative support have decreased significantly, as shown below:



*Note 1: GR Appropriations in the chart above do not reflect legislative budget increases (1) for the Court Improvement Program that was expanded in FY 2004-05 and mandated for the largest counties and cities in FY 2006-07 and (2) replacement funding for the Child Protection Courts(CPC) program, which previously received funding from the Crime Victims Compensation Fund (0469).*

General Revenue provides most of the funding for Court Administration and Information Technology, as well as Docket Equalization and Assistance to the Administrative Judicial Regions.

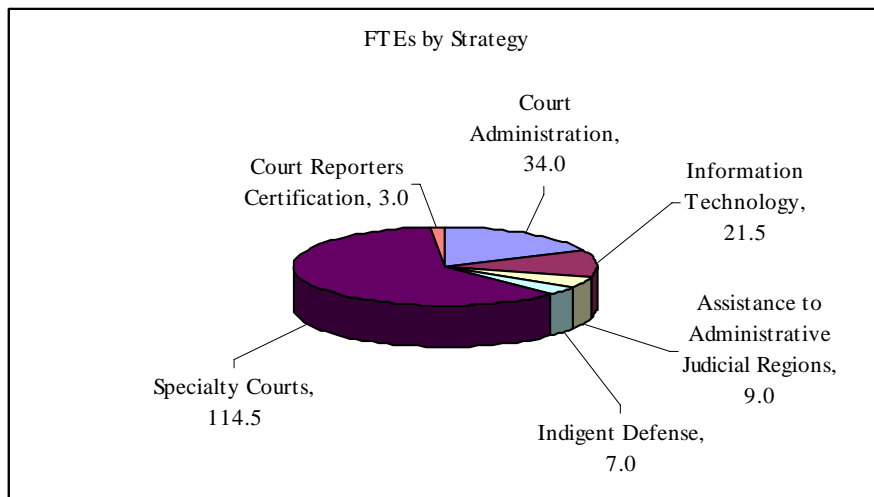
In Court Administration, reductions have been made to travel and other administrative expenses; funding for the Student Loan Repayment program has been eliminated; and most publications are no longer produced in hard copy, but are now published on the agency's website, saving both printing and postage expenses.

The Information Technology budget has been hit the hardest by budget reductions in recent years, with a biennial decrease of almost 20% since FY 2002-03. As a result, capital projects for the trial courts and appellate courts have been reduced or eliminated; and IT purchases have been delayed and, in some cases, eliminated entirely.

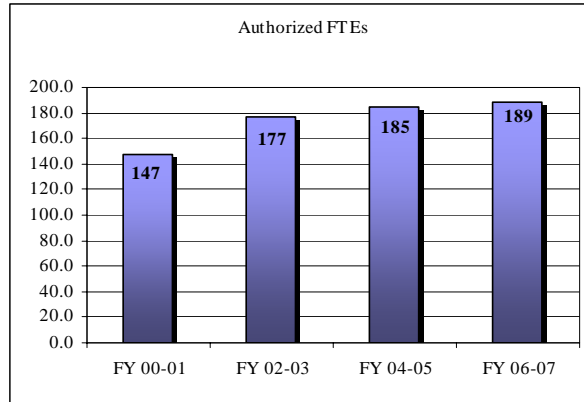
Reductions for the Assistance to Administrative Judicial Regions total 17% from FY 2002-03 through FY 2006-07. The burden for this reduction has been carried by local governments which have had to offset these reductions with increases to the local share of funding for this program.

**Authorized FTEs**

OCA currently operates with 189.0 authorized FTEs. Over half of these positions represent associate judges and their administrative assistants in the Specialty Courts Programs.



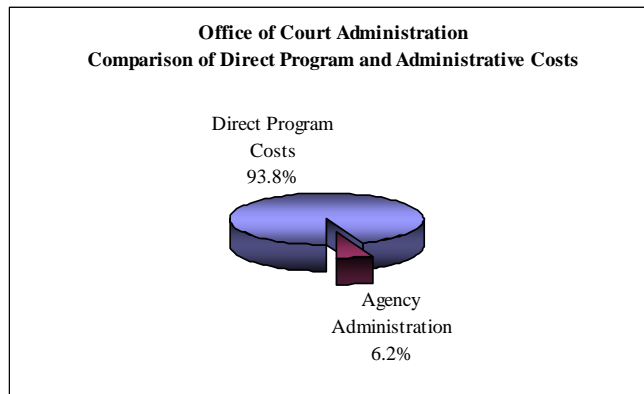
Since FY 00-01, due to the addition and expansion of programs administered by OCA, the number of authorized FTEs has risen from 147.0 in FY2000-01 to 189.0, an increase of 42.0 positions (approximately 29%).



While the growth rate for FTEs is significantly lower than the rate at which the total budget has grown (121%), OCA has leveraged its monetary and human resources to achieve outstanding program results.

### Administration Costs

The agency has also been successful in minimizing its administration costs. As shown in this chart, agency administration costs represent only about 6% of the overall budget, reflecting OCA's commitment to efficient and effective administrative practices.



## **PROGRAM DESCRIPTIONS**

### **Court Administration - Technical Assistance**

Section 72.023, Government Code, requires that the director of OCA, "... shall consult with and assist . . . court clerks; . . . other court officers or employees; . . . and clerks or other officers or employees of offices related to and serving a court." Section 72.024 requires the director to "examine the judicial dockets, practices, and procedures of the courts and the administrative and business methods or systems used in the office of a clerk of a court or in an office related to and serving a court" and to recommend necessary improvements.

Core goals for OCA are to improve the administrative operation of courts, increase public accessibility to courts, and serve as a resource for the courts in key areas of judicial administration. These goals are supported by the following activities:



- Provide technical assistance and consultation on recommended best practices in the administrative operations of courts and clerk offices, including case management;
- Develop and implement programs and projects designed to improve the administrative operation of and the accessibility to the courts;
- Apply for and administer grants to fund court administration projects and programs;
- Evaluate court performance in selected areas and identify important emerging problems and trends in judicial administration; and
- Research and identify innovative ideas and programs that exist in Texas and other states, and establish a clearinghouse to provide information on innovations in court administration.



## **Court Administration – Collection Improvement Program**



Pursuant to Article 10 of S.B. 1863, 79<sup>th</sup> Legislature, Article 103.0033, Code of Criminal Procedure, requires the implementation of a program that includes “a component that conforms with a model developed by the office and designed to improve in-house collections through application of best practices.” Article 103.0033 requires counties with a population of 50,000 or greater and cities with a population of 100,000 or greater to implement a program to improve the collection of court costs, fees, and fines in criminal cases in all courts in those jurisdictions. The mandate affects 54 counties and 24 cities. Approximately half of the affected counties and cities (26 counties and 12 cities) were directed to implement a program by April 1, 2006, and the remaining number (28 counties and 12 cities) must implement a program by April 1, 2007. Along with the new mandate, the General Appropriations Act, Rider IX-14.01 (2005), provided approximately \$580,000 for the biennium and four FTEs to expand the model collection improvement program.

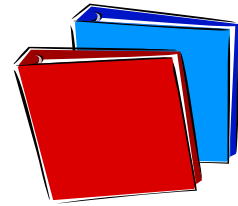
OCA has engaged in the following implementation steps since passage of the legislation:

- Established and maintained communications with various stakeholders regarding S.B. 1863 and its requirements. OCA staff have met with representatives from organizations such as the Texas Association of Counties and Texas Municipal League; hosted meetings for affected county and city officials and staff in each of the six regions; and visited, assisted or offered assistance to local officials and staff in the counties and cities that must implement a program.
- Hired and trained five collection employees to assist with the implementation of the Collection Improvement Program.
- Established four regional offices (Arlington, Harlingen, Houston, and Kilgore) and obtained office space at little or no cost.
- Developed, in cooperation with the Comptroller of Public Accounts, a methodology for determining the pre-program and post-program collection rates.
- Developed, in cooperation with the Comptroller, the compliance audit requirements for the Collection Improvement Program and posted these requirements on our website.
- Developed the database requirements for an internet-based collections database system that is being developed by Texas A&M University.

As of June 20, 2006, 35 of the 38 cities and counties scheduled to be implemented in FY 2006 are on target to have OCA’s model program implemented by August 31, 2006.

### **Court Administration - Clerks' Manuals and Handbooks**

As part of the directive in Section 72.023, to “consult with and assist clerks,” OCA has published both a District Clerk Procedure Manual and a County Clerk Procedure Manual since 1984. The manuals cover topics such as jury selection and assignment, court costs, issuance of legal processes, registry of the court, appeals, expunctions, family law procedures, juvenile case processing, records retention, records requests, parental notification, and reporting requirements.



With some exceptions over the past twenty years, the manuals have been published every two years following the biennial legislative session. OCA incorporates new statutes, attorney general opinions, and case law into each new edition of the manuals. The procedure manuals serve as a resource for most clerks. Attorney general opinions have sometimes cited the OCA procedure manuals as an authoritative secondary source. No other organization publishes a procedure manual for clerks. These manuals were published in hard copy until 2003, when OCA began publishing the manuals online.

OCA staff regularly answers questions from district clerks and county clerks regarding procedures. These questions usually deal with topics that are addressed to some extent by the procedure manuals but require further thought. By being available to answer questions from clerks, OCA can augment the guidance provided by the clerks' manuals. When no answer can be found, staff may recommend that the administrative director seek an attorney general opinion.

OCA staff also provides guidance and expertise on the proper court costs and fees to be assessed and collected in criminal cases, which are compiled in handbooks. On an ongoing basis, OCA:

- updates each handbook after each legislative session;
- provides training on court costs and fees to judges, clerks, county auditors and others; and
- provides guidance on a wide range of court financial management topics to improve internal controls, accounting, reporting, and cash management in the courts.

### **Court Administration - Standard Forms**

In addition to the general requirement to promulgate forms in Section 72.024, Government Code, Article 42.01, Code of Criminal Procedure requires OCA to promulgate a standardized felony judgment form. The same section requires all courts entering felony judgments to use the OCA form. Prior to September 1, 2005, use of OCA's standardized forms was optional, but H.B. 967 made the use of OCA forms mandatory for offenders sentenced to prison.



OCA publishes seven different model felony judgment forms, allowing for different types of judgments. For example, one form is for a judgment of conviction by a jury while another form is for a judgment of conviction by a judge. OCA has coordinated with the Texas Department of Criminal Justice (TDCJ), clerks, and prosecutors in designing the forms.

Section 62.0131 of the Government Code requires OCA to “develop and maintain a model for a uniform written jury summons in this state.” OCA is statutorily mandated to “solicit and consider the opinions of the members of the judiciary, district clerks, and attorneys” in developing and maintaining the model jury summons. The written jury summons used by a particular county “must conform with the model” promulgated by OCA. Section 62.0132 of the Government Code requires OCA “to develop and maintain a questionnaire to accompany a written jury summons.” OCA is required to solicit and consider the opinions of the members of the judiciary, district clerks, and attorneys in developing the questionnaire.

OCA publishes three different versions of a model jury summons because juror exemptions differ depending on the population of the county. The model jury summons promulgated by OCA also contains a jury questionnaire. OCA coordinates with the Secretary of State's Office and the United States Postal Service in designing the summons and questionnaire.

## **Court Administration – Teaching & Training**

In keeping with Section 72.023, Government Code, OCA provides teaching and training to clerks, judges, court administrators and others. This activity is generally conducted as part of educational programs sponsored by other entities. Below is a current list of teaching or training topics provided by OCA staff, organized by host entity.

### **GOVERNMENTAL COLLECTORS ASSOCIATION OF TEXAS**

Collection Improvement Program

### **GOVERNMENT TECHNOLOGY CONFERENCE**

OCA Electronic Reporting

### **RURAL ASSOCIATION OF COURT ADMINISTRATORS**

OCA and the Fair Defense Act

### **TEXAS ASSOCIATION OF COUNTIES**

Collection Improvement Program

### **TEXAS ASSOCIATION OF COUNTY AUDITORS**

Cost Impact of the Fair Defense Act

### **TEXAS ASSOCIATION FOR COURT ADMINISTRATION**

Fair Defense Act

Legislative Update

Collection Improvement Program

### **TEXAS BOARD OF CRIMINAL JUSTICE**

OCA & TDCJ Collaborations

### **TEXAS CENTER FOR THE JUDICIARY**

Indigent Defense in Capital Cases

Collection Improvement Program

Records Requests

### **TEXAS COUNTY AND DISTRICT CLERKS ASSOCIATION**

Collection Improvement Program

Reporting Collection information to OCA

### **TEXAS COUNTY JUDGES AND COMMISSIONERS ASSOCIATION**

Collection Improvement Program

### **TEXAS COURT REPORTERS ASSOCIATION**

Court Reporter Certification Board

### **TEXAS CRIMINAL DEFENSE LAWYERS ASSOCIATION / TC DL PROJECT**

Fair Defense Act

### **TEXAS DEPARTMENT OF ASSISTIVE AND REHABILITATIVE SERVICES**

Criminal Procedure Basics

Texas Court Structure

### **TEXAS DISTRICT & COUNTY ATTORNEYS ASSOCIATION**

Collection Improvement Program

### **TEXAS DISTRICT AND COUNTY CLERKS**

Basic Financial Management

Court Costs and Fees

Jury Law Update

Collection Improvement Program

Reporting Requirements

### **TEXAS DISTRICT COURT ALLIANCE**

Civil Case Basics

Reporting Requirements for Clerks

Rules of Civil Procedure

### **TEXAS GUARDIANSHIP ASSOCIATION**

Guardianship Certification Board

### **TEXAS JUSTICE COURT JUDGES ASSOCIATION**

Court Interpreters

Collection Improvement Program

Reporting Court Activity to OCA

### **TEXAS JUSTICE COURT TRAINING CENTER**

Basic Financial Management

Court Costs and Fees

Magistrates and the Fair Defense Act

Collection Improvement Program

Reporting Court Activity to OCA

### **TEXAS MUNICIPAL COURTS EDUCATION CENTER**

Basic Financial Management

Budgeting

Cost Analysis

Court Costs and Fees

Court Interpreters

Court Orders

Fraud Prevention

Judicial Immunity

Magistrate Duties and the Fair Defense Act

Collection Improvement Program

Records Requests

Reporting Court Activity to OCA

### **TEXAS MUNICIPAL LEAGUE**

Collection Improvement Program

### **UNIVERSITY OF HOUSTON CRIMINAL LAW STUDENTS ASSOCIATION**

Fair Defense Act

## Court Administration – Docket Equalization

The Appropriations Act, Supreme Court Rider 3, Equalization, provides “It is the intent of the Legislature that the Supreme Court equalize the dockets of the 14 courts of appeals. Equalization shall be considered achieved if the new cases filed each year per justice are equalized by 10 percent or less among all the courts of appeals.”



Docket equalization is an activity performed by the Supreme Court. It is designed to achieve approximate parity in new cases filed per year per justice across the intermediate courts of appeals. Data used by the Supreme Court to determine the necessity for and nature of transfers are collected and maintained by the Judicial Information section of OCA. This section expects to assume the responsibility for performing the calculations for the Supreme Court for its docket equalization program on September 1, 2006. OCA also provides administrative support to the Supreme Court in the transfer of cases from one court of appeals to another.

This strategy pays for travel expenses incurred by appellate justices and their staff, who travel to hear cases transferred to them for disposition. When a case is "transferred" to the jurisdiction of another appellate court to hear the case, the justices of the court to which the case has been transferred generally travel to the location where the case has been filed to be near the parties to the case. OCA staff process the travel claims in accordance with state travel regulations.

## Court Administration – Assistance to Administrative Judicial Regions



OCA employs or contracts with counties to provide administrative assistants for the nine regional presiding judges. One of the primary duties of the presiding judges is to assign visiting judges to sit on district and county courts when the regular judge is absent or disqualified. Judges are also assigned to assist with backlogs that have resulted from a variety of reasons, such as the judge being unable to hear other cases due to a long criminal trial.

Administrative assistants to the presiding judges handle correspondence and other communications and maintain files pertaining to the assignment of judges. The presiding judges otherwise have very limited resources directly available to assist them in performing these duties.

## Judicial Branch Boards

OCA provides support of various types and degrees, to a wide array of Judicial Branch Boards, listed below:

### Texas Judicial Council

(22 Members)

*Chief Justice Wallace B. Jefferson, Chair*

#### Committee on Judicial Compensation

*Chief Justice  
Sherry Radack, Chair*

#### Committee on Statutory County Courts

*Chief Justice  
Linda Thomas, Chair*

#### Committee on Judicial Data Management

*Judge  
Sharolyn Wood, Chair*

#### Committee on Court Security

*Ms. Delia Carian,  
Chair*

#### Committee on Juvenile Justice

*Judge Allen Gilbert,  
Chair*

### Task Force on Indigent Defense

*(a standing committee of the Texas Judicial Council)*

(13 Members)

*Presiding Judge Sharon Keller, Chair*

#### Grants & Reporting Committee

*Tarrant County Commissioner Glenn Whitley, Chair*

#### Policies and Standards Committee

*Mr. Knox Fitzpatrick, Chair*

### Judicial Committee on Information Technology

(15 Members)

*Mr. Peter Vogel, Chair*

#### Uniform Case Management System Committee

*Fort Bend County Clerk  
Dianne Wilson, Ph.D., Chair*

#### Procedures & Policies for Adoption of Standards Committee

*Supreme Court of Texas Clerk  
Andrew Weber, Chair*

#### Electronic Courtroom Committee

*Judge Lamar McCorkle, Chair*

### Conference of Regional Judges/ State Board of Regional Judges for Title IV-D Account

(9 Members)

*Regional Presiding Judge B.B. Schraub, Chair*

### Judicial Districts Board

(13 members)

*Chief Justice Wallace B. Jefferson, Chair*

**Certification Boards**

In addition to the boards listed above, OCA supports three boards that have oversight for diverse functions related to the judicial branch. These boards are listed below:

<p><b>Court Reporters Certification Board</b>                  (13 Members)  <i>Judge Catharina Haynes, Chair</i></p>				
<p><b>Certification/Uniform Format Manual Committee</b>  <i>Ms. Judy Miller &amp; Ms. Kim Tindall, Co-Chairs</i></p>	<p><b>Continuing Education Committee</b>  <i>Ms. Judy Miller, Chair</i></p>	<p><b>Information Assistance Committee</b>  <i>Ms. Judy Miller, Chair</i></p>	<p><b>Legislative Committee</b>  <i>Judge Catharina Haynes, Chair</i></p>	<p><b>Rules Committee</b>  <i>Mr. Olan Boudreaux, Chair</i></p>

<p><b>Guardianship Certification Board</b>                  15 Members  <i>Judge Gladys Burwell, Chair</i></p>	
<p><b>Rules Committee</b>  <i>Mr. Don D. Ford, Chair</i></p>	<p><b>Minimum Standards Committee</b>  <i>Mr. Garth Corbett, Chair</i></p>

<p><b>Process Service Review Board</b>                  9 Members  <i>Carl Weeks, Chair</i></p>				
<p><b>Complaint Committee</b>  <i>Constable Ron Hickman, Chair</i></p>	<p><b>Code of Conduct Committee</b>  <i>Judge Toni Lindsay, Chair</i></p>	<p><b>Criminal History Effect Committee</b>  <i>Mr. Carl Weeks, Chair</i></p>	<p><b>Curriculum Committee</b>  <i>Mr. Justiss Rasberry, Chair</i></p>	<p><b>Identification Committee</b>  <i>Mr. Justiss Rasberry, Chair</i></p>

## INFORMATION TECHNOLOGY



The Information Services Division (ISD) supports OCA, the Supreme Court of Texas, the Texas Court of Criminal Appeals, the fourteen mid-level appellate courts of the state, the Judicial Committee on Information Technology (JCIT), and other judicial entities.

### **Appellate Courts**

OCA provides and maintains a variety of standardized, secure, and stable information systems environments to the sixteen Texas appellate courts. OCA's centralized administration creates internal economies of scale for the appellate court system and gains volume discounts through consolidating purchases. The following summarizes the support provided:

- Planning, budgeting, and procurement of desktop computers, laptops, printers and servers
- Configuration, installation, and maintenance of equipment for most appellate courts
- Maintaining the Wide Area Network for OCA and appellate courts
- Maintaining E-mail services for most appellate courts
- Providing network security and disaster recovery services
- Maintaining application software for most appellate courts:
  - Case and Agenda Management Systems for the Supreme Court
  - Case and Writ Management System for the Court of Criminal Appeals
  - Case Management System for most of the Courts of Appeals
- Maintaining the Texas Judiciary Online web site
- Developing and deploying technical standards
- Providing technical training
- Providing help desk services





## Trial Courts



In this arena, OCA staff is guided by the trial court support rider in its state appropriation and by the Judicial Committee on Information Technology (JCIT), which assists with the prioritization of courts to receive assistance under the rider. The JCIT and OCA develop technology standards and seek to develop innovative means to assist trial courts with limited funding.

OCA initiatives for the trial courts vary depending upon funding availability, but strive to include:

- Development of court-related technical standards with JCIT
- Development of and education about statewide Case Management software contracts through DIR
- Development of Application Program Interfaces (APIs) for DIR-contracted case management software
- Distribution of surplus equipment to local courts
- Support and maintenance of a portable training network
- Funding assistance for Case Management and Collection Software
- Funding assistance for Internet connectivity
- Maintaining application software:
  - Case Management System for Specialty Courts (Child Support and Child Protection)
  - Licensing Management Software System for the Court Reporters Certification Board
  - Judicial Data Management System, which captures statistical information for the preparation of the “Annual Report of the Texas Judicial System,” providing for electronic submission of information from the courts, and presentation of the information on the web
  - Licensing Management software application for the Guardianship program (planned)
  - Data Reporting Software for the Model Collection Improvement Program

## Other Entities

OCA Information Services Division provides and maintains the computing environment for OCA, the State Law Library and the State Prosecuting Attorney. The following summarizes the support provided:

- Planning, budgeting, procurement, configuration, installation, and maintenance of PCs, laptops, printers and servers
- Maintaining the Local Area Network and the Wide Area Network
- Maintaining the Texas Judiciary Online web site
- Development and deployment of technical standards
- Providing technical training
- Providing help desk services

The table below provides a representation of the entities that receive direct technical support from OCA ISD staff:

Customer Group	Number of FTEs
Appellate Courts	525.5
OCA Headquarters	59.5
Child Support Courts Program (application services only)	88.5
Child Protection Courts Program	28.0
Presiding Judges (application services only)	9.0
State Law Library	11.0
State Prosecuting Attorney	5.0
Total	726.5

The ISD collaborates with the JCIT on court technology projects. The JCIT and ISD staff seek ways to assist the trial courts with limited funding for projects. Current projects include:

***Development of Standards*** – Through input and recommendations from courts and clerks, JCIT’s future plan for development of standards includes civil and criminal reporting codes, equipment and communications protocols for video teleconferencing, wireless connectivity functions, document management and imaging systems functions, and case management functions. JCIT and ISD staff plan to continue to research and implement standards as identified by stakeholders.

***Interface Development*** – ISD completed a project which provides application program interfaces (APIs) for electronic exchange of information between courts and state agencies. OCA contracted with case management vendors to provide the APIs for the Texas Judicial Council's monthly reports for district, county, justice, and municipal courts, electronic disposition reporting to the Department of Public Safety, and e-filing for district and county courts. These interfaces now provide files in a standard XML format to allow for data sharing and exchange among different systems. Contracting with vendors for the APIs at the state level helped expedite delivery of the required interfaces at a reduced aggregate cost. OCA continues to promote the development of these interfaces by other vendors by testing the APIs for OCA's monthly reports. This allows OCA to add on its website vendors that successfully complete the testing, thus allowing trial courts to make better informed procurement decisions.

***Training*** – ISD will continue to support and maintain a portable training network that is used by the judicial training centers to train hundreds of judges and court staff. ISD's Help Desk will provide technology training to judges, clerks and other judicial staff regarding desktop and OCA applications, as well as training on how to utilize available technology to increase their knowledge and efficiency.

***Case Management Assistance*** - OCA has provided funding assistance to 77 trial courts and clerks to procure case management systems. There are a significant number of courts that are using outdated and unsupported case management software, or do not have case management software and rely on paper as their only means to record case information. ISD plans to continue to use funding earmarked by the trial court support rider in its state appropriation to provide assistance to trial courts to obtain case management software, as well as to obtain collections software.

OCA recently implemented a listserv for providing user community support of OCA's legacy DOS Court Case Management software. OCA developed this system in 1990, and despite its age, it is used by approximately 65 Texas courts as of mid-2006.

***Trial Court Connectivity, Collections, and Case Management (TC4M)*** – OCA has a project in progress that distributes funding assistance to trial courts in three areas-- internet broadband connectivity, collections software, and case management software (CMS). It is OCA's intent to provide assistance to fifty (50) trial courts in each category during the FY06-07 biennium. The focus for the connectivity portion of this project is courts in rural areas that do not have access to the internet or only have dial-up access. For distribution of funds for collections software, OCA is giving preference to courts impacted by recent legislation requiring identified counties and cities to implement a collection improvement program based on the model developed by OCA. Those courts still using OCA's DOS CMS which is no longer supported are at the top of the list for consideration of case management funding assistance. JCIT validates OCA prioritization of courts to receive TC4M assistance.

***Security Improvement*** – OCA is continuously improving the security of its information technology environment. The Department of Information Resources (DIR) was contracted to perform vulnerability and penetration testing on OCA's and most of the courts' technology environments. OCA intends to continue to have this testing performed on a regular basis, either annually or biennially if funding is available. In addition, OCA upgraded its spam filtering ability by installing a new spam filtering appliance which automatically receives daily updates regarding new viruses and phishing attempts

***Computer Equipment and Software*** – In FY 2005 and 2006, OCA refreshed application servers and file servers that were originally purchased six years earlier. Personal computers that were four years old and printers aged five years were also replaced with new equipment. OCA has an established replacement cycle for upgrading personal computers, desktop printers, and servers.

***Electronic sharing of information*** - OCA recognizes the need to increase electronic sharing of information among courts and between courts and state agencies. Electronic exchange of data increases efficiencies at both the court and agency levels. More and more state systems are now providing the means for electronic submission of data by the courts, thus reducing paperwork and the manual intervention required in the submission and processing of the data. Also, as more effective ways are introduced to collect court costs, fees, and fines, the ability to share and process information electronically will be critical in reporting collection rates and related financial information.

Electronic exchange of information is also critical for security reasons, so the courts can send and receive homeland security information rapidly. OCA and JCIT are involved in the state's interagency effort to implement the Global Justice XML Data Model.<sup>15</sup>

OCA will update the numerous web pages for the state's judiciary from time to time. A major renovation is forthcoming in OCA's plans to bring its entire set of supported websites into compliance with the Americans with Disabilities Act and the compliance requirements in the Texas Information Resources Management Act, making the websites fully accessible to blind persons who must access the web with reading software. OCA has already begun work on this first major renovation of the web sites for the appellate courts, the administrative judicial regions, and OCA proper. As part of this project, the general look of the pages is being refreshed, so that OCA's knowledge and information about the court system of Texas is better displayed, and users of these government websites will find them as packed with information and links as are popular commercial websites.

With a goal of increasing public awareness of the workings of the Supreme Court of Texas, OCA and the Supreme Court are collaborating to build a public-private partnership to provide streaming video over the Internet of oral arguments before the court. OCA anticipates implementation of the service in Spring 2007.

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<sup>15</sup> See, e.g., <http://www.it.ojp.gov/index.jsp> and [http://www.ncsconline.org/d\\_tech/gjxdm/](http://www.ncsconline.org/d_tech/gjxdm/).

OCA plans to continue the following efforts:

- working with JCIT towards improvements in the area of electronic data sharing
- working with other agencies and groups to streamline, standardize and integrate judicial data.
- assisting courts and clerks with the purchase of standard case management systems that will process information electronically
- working with vendors to implement standard interfaces for their case management software
- providing connectivity for the courts as appropriate, so they will have the means to exchange information electronically
- providing assistance for the courts to obtain collections software, which will help them increase their collection of fines and fees, thus increasing revenue for the state.
- exploring technology advancements that will improve efficiencies for the court system.

Great strides have been made with electronic filing (“e-filing”) of court documents in trial courts in the state. OCA and the sixteen appellate courts are prepared to move forward with bringing court e-filing to the appellate level. E-filing is the delivery of litigants’ pleadings to the courthouse electronically, via an e-mail-like system which also provides absolute proof of delivery. While e-filing in the trial courts has been able to move forward as a private-public enterprise funded by user fees paid by litigants, the next step involves the relay of the trial court record to the appellate court, with minimal opportunity to privately fund the process with user fees.

Electronic document handling has already been demonstrated to significantly speed up the disposition rates in appellate courts, and the appellate e-filing project proposes to bring these benefits to courts of appeals throughout the state, and also slow the explosive growth of paper storage requirements of large court records.



The use of **video conferencing** in the justice system has been increasing for the past several years. OCA and the Task Force on Indigent Defense will collaborate with JCIT to support and manage the proliferation of this promising technology.

OCA does not anticipate major changes in the categories of supported entities, but does anticipate growth in the demand for technology services and solutions to improve court and state efficiencies. These demands will prove challenging, with continually shrinking budgets and limited staff resources. Further, the size and decentralized structure of the Judicial Branch in Texas inhibits implementation of statewide technology improvements. To address the needs, OCA plans to continue to support the JCIT in its efforts to identify high priority critical needs and request funding to incrementally implement innovative, low-cost technology improvements that will improve court efficiencies.

### **INDIGENT DEFENSE**

In January 2002 the Texas Fair Defense Act (FDA) became effective after its adoption by the Texas Legislature in 2001. The FDA is a major landmark promoting fairness and justice in Texas. The legislation established, for the first time in the history of the state, an organization to oversee the provision of indigent defense services in Texas. The oversight organization is the Texas Task Force on Indigent Defense (Task Force), a permanent standing committee of the Texas Judicial Council, staffed as a component of the Office of Court Administration.



The Task Force has authority to set statewide policies and standards for the provision and improvement of indigent defense, to grant state funds to counties for that purpose, and to monitor counties' compliance with policies and standards. The Task Force is a body of thirteen appointed and ex-officio members supported by seven full-time staff members.

The mission of the Task Force is to improve the delivery of indigent defense services through fiscal assistance, accountability and professional support to State, local judicial, county and municipal officials. The purpose of the Task Force is to promote justice and fairness to all indigent persons accused of criminal conduct, including juvenile respondents, as provided by the laws and constitutions of the United States and Texas.

In August of 2005 the Task Force met to develop a five-year strategic plan. At this meeting, they addressed the challenges that lay ahead for both State and local governments to continue to improve the delivery of indigent defense services. A framework for discussion was presented during the strategic planning session with the purpose of generating consensus among the Task Force members around three distinct but related legislative directives: 1) strategies for policy and standard development; 2) strategies to promote local compliance and accountability with the requirements of the FDA through evidence-based practices; and, 3) strategies to develop effective funding. The plan document, entitled *A Strategic Plan for improving Texas indigent defense criminal justice systems 2005-2010*, is available online at: [www.courts.state.tx.us/tfid](http://www.courts.state.tx.us/tfid).

In accordance with the five-year strategic plan, progress has been made toward achieving the three main objectives:

Objective 1: Policies and standards development: The Task Force currently has a study underway to identify methods to improve the process of determining indigency. Also well underway is a draft rule for setting minimum standards for managing contract defender systems.

Objective 2: Outcome measurement: The Task Force has devised a methodology for measuring core outcomes of the FDA and has developed a risk assessment for measuring the risk of local communities not producing these core outcomes to promote local compliance and accountability through evidence-based practices.

Objective 3: Development of effective funding strategies: State funds are distributed in a way that reinforces the Task Force's policies and promotes compliance with the requirements of the FDA.

The impact of the Task Force strategy is apparent by the number of counties served. Every one of the 254 counties has submitted plans for their indigent defense systems. Most counties have received grant funds, which total over \$42 million since 2002. The direct impact is that more people are receiving court appointed counsel than ever before. This is proven by counties' increases in indigent defense expenditures which pay for more direct client services being provided. Currently this is being achieved, in part, with three newly established public defender offices and newly established mental health units in preexisting public defender offices.

The Task Force effort is characterized by a collegial working environment for the staff, strong support from OCA administration, and strong participation and effective leadership from the board. Staff has been effective in distributing state funds timely, in collecting data and plans, and in providing technical assistance to county governments. Internal accomplishments include implementing effective processes for distributing grant funds and collecting plans, automating all county reporting, and providing public access through the publication of all collected data on the website.

The Task Force may receive additional revenue based on the juror pay bill, S.B. 1704, passed by the 79th Legislature. Revenue is estimated to be up to \$13 million annually beginning in FY 2007. This revenue will bring about additional systems to effectively manage. This could include the development of new state funded programs such as public defender offices or additional grant funds. It would also necessitate the hiring of additional staff. Results of studies show areas for growth which include: 1) increasing training and educating all stakeholders regarding best practices and processes; 2) increasing collaboration with all justice components and stakeholders; and 3) positively influencing policy decision for continuous improvement in the overall justice system.

## **SPECIALTY COURTS PROGRAM**



OCA provides administrative support to the presiding judges of the administrative judicial regions for its child support courts and child protection courts programs in accordance with Chapter 201 of the Texas Family Code. OCA employs a specialty courts program director to manage the administrative functions and provide customer service to the specialty courts personnel, and provides extensive additional staff support and services for the programs.

### **Child Support Courts**

The child support courts were created in response to the federal requirement that states create expedited administrative or judicial processes to resolve child support cases.



OCA employs 43 associate judges and 41 administrative assistants to hear and dispose of Title IV-D child support establishment and enforcement cases and paternity cases within the expedited time frames established by Chapter 201.110 of the Texas Family Code. The Office of the Attorney (OAG) provides purchasing and on-site technical (computer) support.

OCA and the OAG will propose to the Legislative Budget Board and the 80<sup>th</sup> Legislature, to transfer the general revenue appropriation for the child support courts to OCA beginning September 1, 2007. OCA and OAG will continue to contract for federal pass-through funds for all child support court program expenses that are eligible for federal match.

OCA has begun to re-analyze the workload distribution in the child support courts. The findings and recommendations will be presented to the presiding judges in late FY 2006. Although this analysis may result in some re-alignment of current staffing and funding among the courts, OCA does not anticipate that it will have a significant impact on overall staffing and funding for the program. OCA also has begun synthesizing statistics on number of days from filing to first hearings, as well as docket management and workload. These findings, and survey results from the associate judges, will be presented to the presiding judges in late FY 2006. OCA anticipates that this analysis will yield “best practices” recommendations for docket management.

According to the OAG, the federal Deficit Reduction Act of 2005 is anticipated to reduce the amount of federal funds available to Texas’ child support enforcement program by more than \$200 million from October 2008 through August 2010. If these funding cuts require significant reductions to the OAG's child support program operations, that also may affect OCA’s child support courts program.



## **Child Protection Courts**



The specialty child protection courts in Texas were created to assist trial courts in the rural areas in managing their child abuse and neglect dockets. The judges assigned to these dockets hear child abuse and neglect cases exclusively. Therefore, children can achieve permanency more quickly and the quality of placement decisions should be higher.

The 15 child protection courts operate in 126 counties, with 12 associate judges, three assigned judges, nine court coordinators, five court reporters/coordinators, and one court reporter. In FY 2005, these courts held 20,998 hearings and issued 6,744 final orders.

The twelve associate judges are OCA employees. The three assigned (or “visiting”) judges who serve in three of the child protection courts are compensated by the Comptroller of Public Accounts and are not OCA employees; OCA will seek funding to staff those three courts with associate judges. OCA will continue to work with the presiding judges to monitor the costs and benefits to the program of each model to determine the most efficient method of allocating judicial resources.

## **CERTIFICATION FUNCTIONS**

Since September 1, 2003, three certification/regulatory entities within the Judicial Branch have been brought under the OCA umbrella:

- Court Reporters Certification Board
- Guardianship Certification Board
- Process Service Review Board

## **Court Reporters Certification Board**

Court reporters are critical to the administration of justice. The court reporter is charged with the duty of ensuring the accuracy of the record in court proceedings and serves as an officer of the court. The Court Reporters Certification Board (CRCB) has the mission of ensuring the qualifications of those who discharge this responsibility by certifying individual court reporters, registering court reporting firms, and regulating the profession. Following the CRCB’s Sunset Review, the Legislature administratively attached the CRCB to OCA effective September 1, 2003, at which time the CRCB ceased to be an independent state agency.



The Supreme Court of Texas serves as the Board’s rulemaking authority and promulgates the standards and rules under which the CRCB operates. As part of the licensing function, the CRCB administers the court reporters’ qualifications examinations, sets and collects

fees, and processes applications. As part of the regulatory function, the CRCB approves licensing curricula and continuing education course content, receives and hears complaints filed against court reporters and firms, and takes disciplinary action when appropriate.

The primary populations served by the Court Reporters Certification division are detailed in the table below:

Population Served	FY 2006
Active Court Reporters	2,726
Court Reporting Firms	330
Court Reporting Schools	13
Examinees	288
Total	3,357

The number of individuals applying to take the court reporter certification exam has decreased significantly (approximately 70%) in the last ten years as other career fields in areas such as technology have evolved. Conversely, the number of complaints filed against court reporters and firms has doubled, from 37 complaints filed in FY 2002-2003 to 75 complaints filed in FY 2004-2005 due to heightened public awareness and the CRCB's expanded authority over court reporting firms in 2001.

The Board is currently grappling with issues related to contracting and unregistered national firms conducting business in Texas. As the number of complaints increases, the Board has faced increased litigation, requests for mediation, and open records and discovery requests. Additionally, the number of Board initiated complaints has increased. The increased complaint activity is exacerbated by the constraints under which the Board operates - lack of resources and a continually shrinking budget. The Board also faces an increase in potential financial liability from litigation.

In response to a prior mandated budget cut, the Board eliminated a quarterly exam and Board meeting resulting in three exams and Board meetings held per year instead of four. Fewer exams mean less access for individuals seeking to become court reporters. Moreover, the reduction in Board meetings has resulted in a longer disposition period for complaints.

The Court Reporters Certification staff uses an Access database to track exams—and licensing information for its service populations. This database has significant limitations and experienced a computer crash in 2004. The database has been cumbersome and inefficient.

In FY 2004, the Board timely implemented 26 Sunset recommendations passed in the 2003 legislative session, many prior to the established deadlines.

Despite minimal resources, the CRCB effectively and efficiently renders excellent customer service as reflected in the overall satisfaction rating of 95.2% reported in the FY 2006 Report on Customer Service. Customer satisfaction is measured through surveys distributed with renewal applications, at exams and to court reporting schools.

The CRCB website, which was nonexistent in 2000, continues to be highly utilized in an effort to move towards a more efficient paperless environment. Forms are the most recent addition for the public to download. Board materials for the Board meetings are also provided in an electronic format resulting in substantial cost efficiencies and streamlining the process of assembling and distributing the Board book.

The Texas Online initiative, first implemented in November 2003 for licensees to renew their certification online, continues to build momentum as the number of applicants using this service increase. For FY 2005, the number of users exceeded 50%.

### **Guardianship Certification Board**

Guardians are appointed by a court to assume authority for an incapacitated person, and the duty to promote and protect the well-being of the person. A court may grant a guardian limited authority over an incapacitated person as indicated by the incapacitated person's actual mental or physical limitations, and must design the guardianship to encourage the development or maintenance of maximum self-reliance and independence in the incapacitated person.<sup>16</sup> Because guardians are entrusted with such authority over incapacitated persons, it is essential that they be ethical, competent and professional.



The 79th Texas Legislature enacted significant reforms for the protection of children and adults, in S.B. 6. Article 3 of the bill created the Guardianship Certification Board (GCB) to establish a certification process for private professional guardians and those who provide guardianship services to a ward of a guardianship program or to wards of the Department of Aging and Disability Services. The GCB will determine the qualifications for obtaining certification (with rules approved by the Supreme Court), issue certificates to those who meet the requirements, and adopt minimum standards for guardianship services or other similar but less restrictive types of assistance or services. As with the CRCB, the Legislature administratively attached the GCB to OCA.

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<sup>16</sup> See Texas Probate Code section 602, Policy; Purpose of Guardianship.

## **Process Service Review Board**



Service of process is essential to the initiation of civil litigation, and ultimately for the rendering of a judgment. The process server must comply with the detailed requirements of the Texas Rules of Civil Procedure in discharging this responsibility.<sup>17</sup>

In 2005, the Supreme Court of Texas amended the Texas Rules of Civil Procedure to permit persons certified by order of the Supreme Court to serve process. The court required a sworn application to serve as a process server and appointed a Process Service Review Board (PSRB) to review and approve or reject applications. The court also approved certain existing civil process service courses and established a framework for the PSRB to approve additional courses. The mission of the PSRB is to improve the standards for persons authorized to serve process and to reduce the disparity among Texas civil courts for approving persons to serve process. The court ordered OCA to provide clerical assistance to the PSRB.

### **Formation of Certification Division**

To adequately serve the public and to discharge the duties given it by the Legislature and the Supreme Court, OCA is developing a business model for its certification functions that would be patterned on that of the Texas Department of Licensing and Regulation. OCA seeks to leverage limited resources to allow staff to operate on functional lines rather than entity lines.

OCA has identified the primary functions that exist for all three entities as certification and registration, development of minimum standards, and investigation and resolution of complaints. OCA proposes establishing a Certification Division at OCA, and augmenting the current staffing for the functions.

Currently, the CRCB has three FTEs, including its director, which is authorized in statute. The GCB has one FTE, which is the director authorized in statute. Thus, there currently are four FTEs authorized to serve the CRCB and the GCB. The PSRB has no FTEs, although one OCA employee (the Director's assistant) and a temporary employee are currently spending most of their time processing paperwork for the PSRB. OCA believes additional staff and resources are needed to provide proper administrative support for these regulatory functions.

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<sup>17</sup> Texas Rules of Civil Procedure, Section 5, Rules 99-124.

## **OCA ADMINISTRATION**

OCA programs and divisions are supported administratively by the Legal division and the Finance and Operations divisions.

### **Legal**

The Legal Division gives legal and policy advice to agency management and judicial officers, including support for the Texas Judicial Council's development of policy and legislation. It administers the child support courts and child protection courts programs by providing legal advice and administrative support to the presiding judges of the administrative judicial regions and to the associate judges and their staff. The Division researches, writes, and publishes procedure manuals for district and county clerks, promulgates model forms, and facilitates other legal assistance to the judiciary.



### **Finance & Operations**

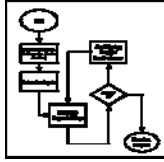


The Finance and Operations division manages the fiscal activities of the agency, including accounting, purchasing and budgeting. The division is also responsible for the human resources function, as well as the operational support activities of the agency.

The division provides support to the clerks and chief justices of the appellate courts and the presiding judges of the administrative judicial regions regarding legislative, fiscal, budgetary and other administrative issues.

## AGENCY GOALS

### A. IMPROVE PROCESSES AND REPORT INFORMATION



Improve practices and procedures of the judiciary, including case management and the administrative and business methods or systems used in the judiciary, and gather and report pertinent judicial information.

### B. COMPLETE SPECIALTY COURT PROGRAM CASES



Complete assigned child support and child protection cases within statutory time frames.

### C. COURT REPORTERS CERTIFICATION BOARD



Administer exam and certification programs and perform regulatory functions governing the court reporting profession.

## **OBJECTIVES AND OUTCOME MEASURES**

### **A.1. IMPROVE JUDICIAL PROCESSES AND REPORT INFORMATION**

Improve practices and procedures of the judiciary, including case management and the administrative and business methods or systems used in the judiciary, and gather and report pertinent judicial information.

- Percent of Entities Reporting Case Statistics Electronically
- Average Percentage Point Increase in Collection Rate for Mandatory Collection Improvement Programs

### **A.2. IMPROVE INDIGENT DEFENSE PRACTICES AND PROCEDURES**

Improve processes for indigent defense through financial and technical assistance, and report pertinent indigent defense information.

- Percent of Counties Receiving State Funds for Indigent Defense

### **B.1. COMPLETE SPECIALTY COURTS PROGRAM CASES**

Complete assigned child support and child protection cases within statutory time frames.

- Child Support Courts Case Disposition Rate

### **C.1. COURT REPORTERS CERTIFICATION BOARD**

Administer exam and certification programs and perform regulatory functions governing the court reporting profession.

- Percentage of Complaints Resulting in Disciplinary Action
- Percentage of Licensees with No Recent Violations
- Percent of Licensees Who Renew Online
- Percent of New Individual Licenses Issued Online

## **STRATEGIES AND OUTPUT, EFFICIENCY, AND EXPLANATORY MEASURES**

### **A.1.1. COURT ADMINISTRATION**

Assist courts by providing analysis, advice and recommendations; prepare manuals; provide training; obtain grant funds for projects and programs; and research and identify innovative ideas and programs. Collect, analyze and publish case activity statistics and other judicial data. Provide staff services necessary for the support of judicial entities.

- Percent of Monthly Court Activity Reports Processed
- Number of New and Updated OCA Publications

### **A.1.2. INFORMATION TECHNOLOGY**

Research, plan and implement the latest technological innovations that best meet the strategic direction of the Judicial Committee on Information Technology (JCIT). Provide information technology services to support the network infrastructure for the appellate courts and judicial agencies, and technical and training assistance to users of state judicial systems. Develop, implement, and promote automated systems to facilitate improved court efficiencies and to advance the establishment of technology standards throughout the Texas courts.

- Percent of Service Requests Resolved Within Established Agency Service Performance Requirements

### **A.1.3. EQUALIZATION OF THE COURTS OF APPEALS DOCKETS**

Provide funding for travel and telecommunications costs to support the Supreme Court's transfer of cases between courts of appeals.

- Equalization Between Courts Achieved by the Transfer of Cases
- Number of Cases Transferred by the Supreme Court

### **A.1.4. ASSISTANCE TO THE ADMINISTRATIVE JUDICIAL REGIONS**

Employ or contract with counties to provide administrative assistants for the presiding judges of the administrative judicial regions.

### **A.1.5. GUARDIANS AND PROCESS SERVERS**

Administer certification programs and perform regulatory functions governing professional guardians and process servers.

- Number of Guardians
- Number of Process Servers



### **A.2.1. INDIGENT DEFENSE**

Develop policies and standards for providing defense services to indigent defendants, establish a statewide reporting plan, provide technical support to counties, and direct and monitor the distribution of funds to counties for indigent defense services.

### **B.1.1. CHILD SUPPORT COURTS PROGRAM**

Complete assigned child support establishment and enforcement cases within time frames required by Chapter 201.110 of the Texas Family Code.

### **B.1.2. CHILD PROTECTION COURTS PROGRAM**

Complete assigned child substitute care and protective services cases within time frames required by Chapter 263 of the Texas Family Code.

- Number of Hearings
- Number of Children Who Have Received a Final Order

### **C.1.1. COURT REPORTERS CERTIFICATION**

Administer exam and certification programs and perform regulatory functions governing the court reporting profession.

- Number of New Licenses Issued to Individuals
- Number of Individual Licenses Renewed
- Number of Individuals Examined
- Number of Complaints Resolved
- Average Licensing Cost Per Individual License Issued
- Average Cost Per Exam Administered
- Average Time (Days) for Complaint Resolution
- Average Cost Per Complaint Resolved
- Percentage of New Individual Licenses Issued Within Ten Days
- Percentage of Individual License Renewals Issued Within Seven Days
- Total Number of Individuals Licensed
- Pass Rate
- Number of Jurisdictional Complaints Received

### **C.1.2. TEXAS ONLINE**

Provide for the processing of occupational license, registrations, or permit fees through TexasOnline. Estimated and non-transferable.

## **HISTORICALLY UNDERUTILIZED BUSINESS (HUB) PLAN**

### **MISSION STATEMENT**

The Office of Court Administration (OCA) is committed to assisting Historically Underutilized Businesses (HUBs) in their efforts to do business with the State of Texas pursuant to Texas Government Code, Section 2161 and the State of Texas Disparity Study. OCA will assist HUB vendors in obtaining state HUB certification, educate vendors on the agency's procurement policies and procedures, contact HUB vendors for procurement opportunities, and encourage HUB vendors to participate in the agency's purchasing process. OCA will also encourage prime contractors to meet the agency goal by providing subcontracting opportunities to HUBs.

### **GOAL**

The goal of this program is to promote fair and competitive business opportunities for all businesses contracting with the State of Texas.

### **OBJECTIVE**

OCA will make a good faith effort to meet or exceed the State's overall goal of awarding 30% of all eligible procurements to HUB vendors.

### **STRATEGY**

OCA will utilize the State of Texas procurement procedures to actively identify and educate HUBs on the State's program and the agency's procurement needs and assist HUBs in their efforts to do business with the State.

**Statewide HUB Goals and Rules**

Using the State of Texas Disparity Study as a basis, the Texas Building and Procurement Commission (TBPC) has outlined the State’s HUB utilization goals by procurement category and disparity area(s):

<b>Procurement Category</b>	<b>Goal</b>	<b>Disparity Area(s)</b>
Heavy Construction	11.9%	
Building Construction	26.1%	
Special Trade	57.2%	
Professional Services	20.0%	African American, Hispanic, Woman
Commodity Purchasing	12.6%	African American, Hispanic, Woman
Other Services	33.0%	African American, Hispanic, Woman, Native American, Asian Pacific

OCA uses these goals as the benchmark for its HUB utilization and has adopted the rules developed by the TBPC related to the HUB program to govern its activities related to HUB procurements.

**External and Internal Assessment**

The chart below shows OCA’s HUB usage for the last two fiscal years and the first six months of FY 2006:

<b>Procurement Category <sup>(1)</sup></b>	<b>Goal</b>	<b>Actual FY 04</b>	<b>Actual FY 05</b>	<b>Actual FY 06 (Sept.-Feb.)</b>
<b>Special Trade</b>	57.2%	0.0%	5.7%	0.0%
<b>Commodity Purchasing</b>	12.6%	62.4%	49.7%	96.3%
<b>Other Services</b>	33.0%	33.8%	27.8%	42.6%
<b>Professional Services</b>	20.0%	15.2%	0.0%	0.0%

*<sup>(1)</sup> Heavy Construction and Building Construction do not appear on this chart because OCA did not make any purchases in these categories. .*

OCA has far exceeded the minimum threshold for commodity purchases for the past two fiscal years. OCA was not able to meet the minimum threshold for service contracts in FY 2004 or 2005 because a large number of payments went to Texas counties to provide services included in OCA’s appropriations. During FY 2005, OCA made two one-time purchases in the Special Trade category and we do not anticipate many purchases in this category in the future. OCA will continue to make a good faith effort to include HUBs in its purchasing process and to meet or exceed the State’s goal in each area.

## **HUB Performance Measures**

The following are output and outcome indicators that are used to measure and evaluate OCA's HUB activities.

### **Outputs**

- Number of bids solicited from HUB vendors
- Number of HUB forums the agency sponsored or participated in

### **Outcomes**

- Number of bids awarded to HUB vendors
- Number of bids awarded to vendors utilizing HUB subcontractors

## **HUB Programs**

To meet the goals and objectives for utilizing HUBs at OCA, the agency engages in the following activities:

- **OCA Purchasing Guide** – OCA utilizes this internally-developed document to govern all purchases, incorporating requirements for obtaining a minimum of two HUB bids for every procurement requiring a bidding process, whether verbal or written.
- **OCA HUB Subcontracting Plan** – OCA requires a HUB subcontracting plan from vendors for all contracts for the acquisition of goods and services with an expected value of \$50,000 or more. Subcontracting information is submitted on a standard form supplied to each vendor by OCA. The successful contractor is required to make a good faith effort to achieve the estimated level of HUB participation and report data on a quarterly basis to document such efforts.
- **HUB Forums** – OCA attends or host forums for historically underutilized businesses to identify opportunities for HUBs to do business with OCA.
- **Mentor-Protégé Program** – OCA has adopted rules for a Mentor-Protégé Program to foster long-term relationships and to increase the ability of historically underutilized businesses to contract with the state or to receive subcontracts under an agency contract.

## DESCRIPTION OF AGENCY'S PLANNING PROCESS

*Chapter 2056 of the Government Code requires strategic planning for all agencies in the executive branch of government. The Office of Court Administration (OCA), as an agency within the judicial branch, is exempt from this requirement. Despite this exemption, OCA has determined it is in the best interest of the agency to implement strategic planning activities, using Chapter 2056 as a guide.*

OCA began its strategic planning process in the Fall of 2005. Division directors held meetings with their staff members to discuss programmatic needs and issues confronting the judiciary and individual, agency units.

On November 16, 2005, the Administrative Director called a strategic planning session of all Austin headquarters employees. Of those attending, several employees represented the interests of non-headquarters staff working in the specialty courts programs and the collections improvement program. The session was facilitated by Barry Bales from the LBJ School of Public Affairs, University of Texas at Austin.

Based on discussions at the strategic planning session, as well as the results of separate, program-specific meetings, each division wrote up strategic planning issue papers, which were then compiled into a single document for the agency. As part of this process, OCA staff solicited input from the chief justice and appropriate, judicial oversight boards and committees (e.g. Conference of Regional Judges/ State Board of Regional Judges for Title IV-D Account, Task Force on Indigent Defense) to determine strategic direction.

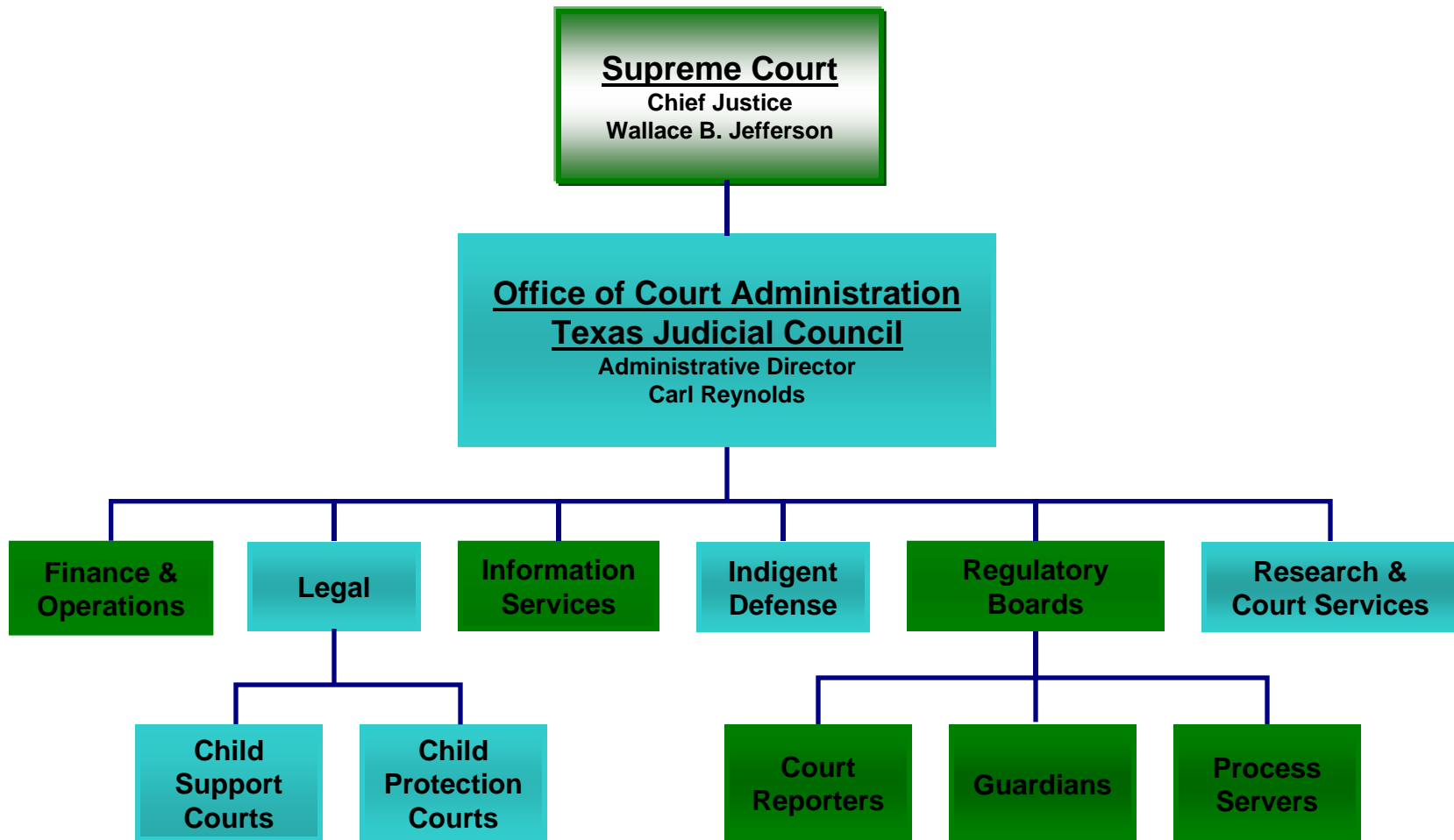
Work groups were assigned to review the agency mission and philosophy, as well as OCA's goals, objectives and strategies. As a result of this review, OCA changed its mission statement. Division directors were tasked with developing an External/Internal Assessment for their programs based, in part, on the data previously compiled.

The Chief Financial Officer met with division staff on performance measures and definitions. Existing measures were reviewed to determine if changes were needed. Staff also discussed adding and deleting performance measures. The Human Resources Officer developed the Workforce Plan required by the Strategic Plan instructions.

A customer service committee, appointed by the Administrative Director, reviewed OCA's primary customers, developed a customer service survey based on the survey methodology developed previously, deployed the survey and compiled the results. The final Report on Customer Service was submitted as a separate document on June 1, 2006. The HUB Strategic Plan was also reviewed and updated.

After information was gathered from work groups and division directors, a draft Strategic Plan document was distributed to the division directors for their review. After comments were received and incorporated, a final draft was distributed to the division directors and Administrative Director for final review.

# Office of Court Administration Organization Chart



5-Jul-06

## APPENDIX E. WORKFORCE PLAN

### Office of Court Administration AGENCY MISSION

## TO PROVIDE RESOURCES AND INFORMATION FOR THE EFFICIENT ADMINISTRATION OF THE JUDICIAL BRANCH OF TEXAS

### I. Agency Overview

Since its creation in 1977, the Office of Court Administration (OCA) has grown significantly in both program responsibility and related appropriations. Operating under the direction and supervision of the supreme court and the chief justice, and managed by an administrative director, OCA conducts research and studies, as well as provides management and technical assistance for the uniform and efficient administration of the courts throughout the state judicial system. OCA's organizational structure and staffing have evolved to keep up with changing needs and requirements of the judicial system. OCA provides personnel and resources to support the:

<ul style="list-style-type: none"><li>• Texas Judicial Council</li><li>• Task Force on Indigent Defense</li><li>• Judicial Committee on Information Technology</li><li>• Conference of Regional Judges / State Board of Regional Judges for Title IV-D Account</li></ul>	<ul style="list-style-type: none"><li>• Judicial Districts Board</li><li>• Court Reporters Certification Board</li><li>• Guardianship Certification Board</li><li>• Process Service Review Board</li><li>• Other judicial boards and commissions</li></ul>
--	--

OCA also serves as the employing agency (for the purposes of administering salaries, benefits, and the like) for the child support courts and child protection courts programs. The associate judges who hear these cases are appointed by the presiding judges of the administrative judicial regions.

The OCA organization and staffing continues to evolve to meet new legislative and business requirements. In FY 2004, the Court Reporters Certification Board, staffed by 3 full-time equivalent positions, was administratively attached to OCA and the voluntary collections improvement program was expanded by 2 FTEs. In FY 2006, 1 new FTE was added for Indigent Defense, 1 new FTE was added for Guardianship and 4 new FTEs were added for the collections improvement program, which was mandated by the 79<sup>th</sup> Legislature for the largest counties and cities in the state.

The agency currently has 189 authorized, full-time equivalent positions. OCA employees assigned to the programs administered by the nine presiding judges (including the child support courts and child protection courts programs) are located across the state. The designated headquarters for all other OCA employees is Austin, Texas.

## **II. Current Workforce Profile (Supply Analysis)**

### **A. Critical Workforce Competencies**

OCA employs staff primarily in six occupational categories: legal, planning/research/statistics, information technology, accounting/finance, administrative support, and human resources. For each occupational discipline, five broadly-defined competency clusters have been identified which include the critical employee competencies required for OCA to accomplish its mission. The competency clusters are interdisciplinary and relate to positions within each occupational category. The competency clusters are as follows:

#### **Core Competencies**

- Analyze Information
- Write effectively
- Use computer information systems
- Interpret written information
- Maintain confidentiality

#### **Administrative/Managerial Competencies**

- Provide leadership
- Develop internal policies
- Design reports
- Identify programmatic issues
- Manage change

#### **Program Planning/Evaluation Competencies**

- Design programs/special projects
- Research information
- Implement programs
- Evaluate program effectiveness
- Determine delivery strategies

#### **Fiscal Management Competencies**

- Develop department budgets
- Evaluate Costs
- Monitor for fiscal compliance
- Manage contracts
- Develop internal controls

#### **Public Relations/Marketing Competencies**

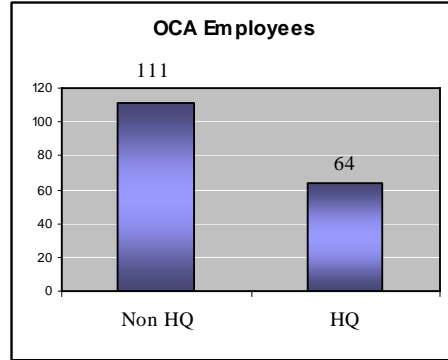
- Identify stakeholders
- Build partnerships
- Market services
- Assess stakeholder needs



## B. Workforce Demographics

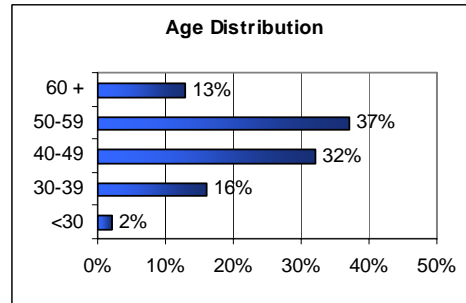
### Number of Employees

As of May 31, 2006, the agency had 175 employees on the payroll, including 5 part-time employees. 111 (or 65%) of this total are assigned to the specialty courts and collection improvement programs (non-headquarter employees). The other 64 are in the headquarters office in Austin, Texas.



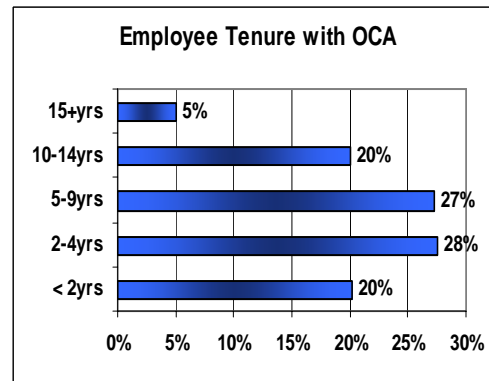
### Age Distribution

The average age is 48 years, with 79% of employees over the age of 40.



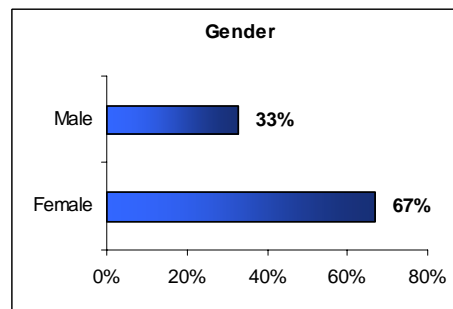
### Employee Tenure

The average years of service for OCA employees is approximately five years for headquarters staff and eight years for non-headquarters staff.



### Workforce Gender

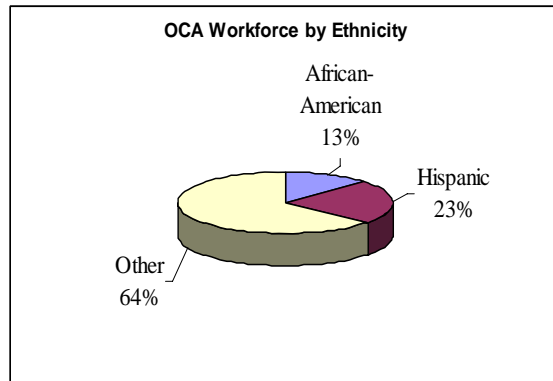
OCA employs a large number of females compared to the state workforce, with 67% percent female and 33% male.



**Workforce Ethnicity**

OCA continues to maintain above-average utilization of minorities agency-wide.

The chart to the right shows the distribution of the OCA workforce among ethnic groups.

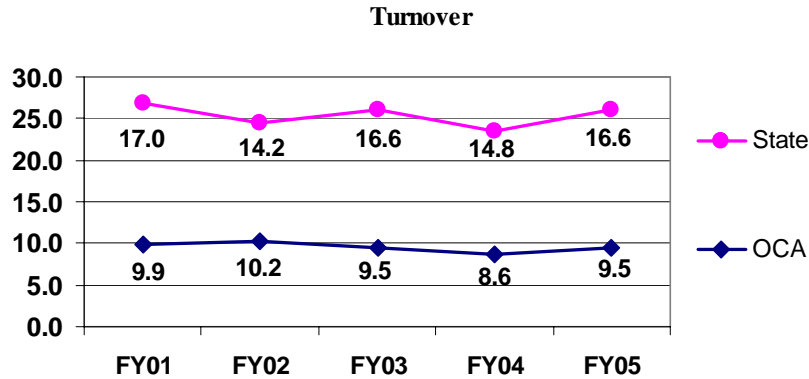


Utilization of minorities within each EEO category is above the state average, except for Officials/Administrators; however, it should be noted that OCA has only six people in this category and half of those positions are staffed by women.

Group	EEO Code	State Workforce	OCA Workforce	No. of Employees
African-American	Officials/Administrators	7%	--	-0-
	Professional	9%	11%	13
	Paraprofessional	18%	--	-0-
	Admin. Support	19%	20%	10
	<b>Total African-American</b>			23
Hispanic	Officials/Administrators	11%	--	-0-
	Professional	10%	21%	24
	Paraprofessional	31%	60%	3
	Admin. Support	27%	27%	13
	<b>Total Hispanic</b>			40
Female	Officials/Administrators	31%	50%	3
	Professional	47%	46%	53
	Paraprofessional	56%	83%	5
	Admin. Support	80%	96%	48
	<b>Total Female</b>			109

### C. Employee Turnover

The table below compares OCA turnover rates for the last five years to the statewide rates.



During the past five years, turnover at OCA has fluctuated between a low of 8.6% and a high of 10.2%. The agency’s average turnover during the period is approximately 9.5%, which is significantly below the state average of 16.6%. Within OCA, the occupation class with the highest total turnover rate in FY 05 was Information Technology (35%).

The turnover rate among employees with less than five years of agency tenure remains a concern. As tenured employees begin to terminate employment (for retirement or other reasons), the agency is at risk of not having adequate levels of expertise to accomplish its mission and objectives.

#### Turnover by length of service

The table below highlights agency service as related to overall turnover. The high percentage of turnover for employees with less than two years tenure may warrant a closer look at selection practices and retention efforts, but may also be an indicator of non-competitive salary levels in key markets such as information technology.

Agency Tenure	Percentage of Turnover
Less than 2 years	65%
2-5 years	27%
5-10 years	21%
15-25 years	8%

## **D. Retirement Eligibility**

The potential loss of employees due to retirement is a concern. The average agency service tenure is seven years (five years for headquarters employees), which is relatively low. This creates an imminent need to develop effective training and development programs that capture institutional knowledge and expertise of experienced employees while creating incentives and challenges that will aid in the retention of other key employees.

### **Projected Eligibility**

<b>Eligibility</b>	<b># Personnel</b>
Less than 2 years	5
2 years	4
3 years	3
4 years	8
5 years	9

## **III. Future Work Force Profile**

### **A. Demand Analysis**

The business functions, activities and staffing of OCA are subject to the mandates of the Supreme Court, the Legislature, other courts, and judicial councils and boards supported by the agency. Many of these functions and activities require specialized expertise in judicial administration and in various legal and regulatory areas.

This is particularly true in Research and Court Services, Indigent Defense, Court Reporters Certification, Guardianship Certification, and Process Service.

The Research and Court Services division provides consultation on recommended best practices in administrative operations; works to establish innovative court programs; and helps develop and implement programs designed to increase the collection of court costs, fees, and fines.

The Indigent Defense division serves as staff to the Task Force on Indigent Defense in policy development, dissemination of information, technical support, and directing and monitoring the distribution of funds to counties to provide indigent defense services.

The Court Reporters Certification division serves as staff to the Court Reporters Certification Board, a state board charged with performing licensing and regulatory functions for the court reporting profession.

The Guardianship Certification Board will determine the qualifications for obtaining certification, issue certificates to those who meet the requirements, and adopt minimum standards for guardianship services or other similar but less restrictive types of assistance or services

The Process Service Review Board's mission is to improve the standards for persons authorized to serve process and to reduce the disparity among Texas civil courts for approving persons to serve process.

OCA will be challenged to recruit and hire candidates with the appropriate skill sets and the expertise to fill future vacancies in these areas.

Positions within Finance and Operations, Information Services and Legal present opportunities and challenges for experienced applicants from multiple agencies and the state has a rich pool of talent from which to draw, provided OCA is able to offer competitive salaries.

OCA expects an adequate applicant pool to be available for the Child Support Courts and Child Protection Courts Programs as staffing needs arise throughout the state.

## **B. Expected Workforce Changes**

OCA's future workforce will be impacted by the following:

- Increasing use of technology to improve court administrative processes and reporting will require highly skilled personnel to provide information systems and technical support.
- Training employees to utilize available technology will provide an incentive to work smarter and will help reduce turnover.
- Increased efforts to promote interdisciplinary work teams will broaden skills and provide exposure for employees with an interest in agency management.
- Minimal expansion of the OCA workforce in the future may provide opportunities to better align positions with program needs and mandates of the judiciary and legislature.

### Anticipated Increase/Decrease in Number of Employees

The Legislature authorized 189.0 FTEs for OCA for the FY 2006-2007 biennium. Based on anticipated changes in program strategies and objectives, we project that additional FTEs may be needed in FY 2008-2009 in the following programs: indigent defense, child protection courts, and certification functions.

<b>Strategy</b>	<b>Authorized FTEs</b>	<b>Number Anticipated / Needed</b>	<b>Increase/ Decrease</b>
Court Administration	33.0	29.0	0.0
Information Technology	21.5	21.5	0.0
Administrative Regions	9.0	9.0	0.0
Child Support Courts Program	86.5	88.5	0.0
Child Protection Courts Program	28.0	31.0	3.0
Indigent Defense	7.0	7.0	* 1.0
Court Reporters	3.0	3.0	0.0
Certification ( <i>Guardianship and Process Service</i> )	1.0	4.0	3.0
<b>Total</b>	<b>189.0</b>	<b>193.0</b>	<b>7.0</b>

\*only if additional funding is available

### **C. Future Workforce Skills Needed**

OCA relies on a highly educated, experienced, and technically competent workforce to effectively administer judicial system programs. OCA employees must be able to effectively serve the various needs and demands of the judicial, executive and legislative branches of state government. Therefore the following ten critical competencies and skills will play increasingly vital roles across all occupational categories and job classifications:

- Cultivate and build strategic partnerships
- Design evaluation systems
- Design programs and special projects
- Develop and implement corrective action plans
- Focus on customer service
- Identify programmatic issues
- Identify stakeholders
- Market programs and services
- Manage change
- Understand political constraints

## **IV. Gap Analysis**

### **A. Anticipated Surplus or Shortage of Workers or Skills**

The agency has identified the following issues:

1. Agency leaders and associate judges are either eligible to retire now or will be eligible within the next five years. Training and knowledge transfer offer the opportunity for future OCA employees to bring new ideas, yet have the historical perspective of the agency and the ability to improve services.
2. The associate judges in the child support courts and child protection courts program cannot be replaced through internal succession planning due to specialized qualifications. There are no internal occupations with the unique set of education and skills to develop, coach and mentor associate judges. Historically, associate judges have often continued their employment beyond retirement eligibility.
3. OCA shows a trend of employees leaving the agency after two to three years of employment. These staffing changes will continue to provide opportunities and challenges in the future.
4. OCA identified critical skills and competency clusters for the various occupational categories utilized in the agency. Generally, employees met or exceeded the proficiencies required for current and future demands.

## B. Goal to Address Workforce Competency Gaps

While OCA did not identify specific gaps in current workforce skills and competencies, the table below identifies the agency's current plan for maintaining an efficient workforce.

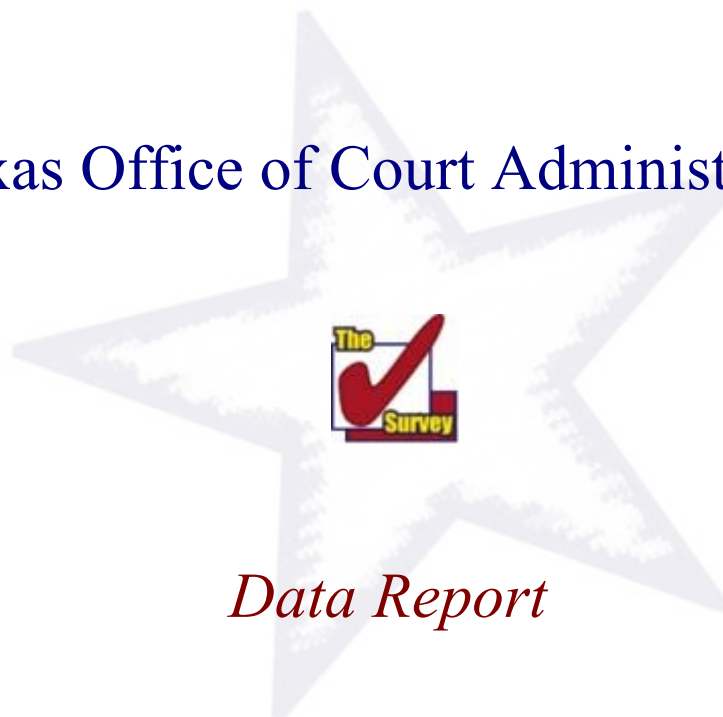
<b>Goal</b>	<ul style="list-style-type: none"><li>• Develop and retain a technically competent, knowledgeable and diverse workforce</li></ul>
<b>Rationale</b>	<ul style="list-style-type: none"><li>• Developing training programs that capture institutional knowledge and expertise of experienced employees, while creating incentives and challenges, will aid in the retention of key employees.</li></ul>
<b>Action Plan</b>	<ul style="list-style-type: none"><li>• Assess training needs and develop a comprehensive training program</li><li>• Ensure key competencies and skills are identified, included in job descriptions and communicated to employees</li><li>• Inform employees of their responsibility to acquire the necessary skills and competencies needed for successful job performance and advancement</li><li>• Recruit and hire staff members who bring the requisite skills with them to the job</li><li>• Maintain a competitive salary structure that will support recruitment of highly skilled and knowledgeable employees</li><li>• Implement revised performance evaluation program</li></ul>





*The Survey of Organizational Excellence*

Texas Office of Court Administration



*Data Report*

2005

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\*Additional Items are not included if none were submitted.

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## **See our Web Page: [www.survey.utexas.edu](http://www.survey.utexas.edu)**

Current Benchmark Data  
Survey Interventions Example and Best Practices  
Helpful Publications, and  
Additional Survey Information

The University of Texas at Austin  
School of Social Work  
1925 San Jacinto Blvd  
Austin, Texas 78712

[www.survey.utexas.edu](http://www.survey.utexas.edu)  
[soe@uts.cc.utexas.edu](mailto:soe@uts.cc.utexas.edu)  
Phone (512) 471-9831  
Fax (512) 471-9600



## Survey Respondent Information

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Survey respondent information is returned on all demographic variables. However, if less than five respondents have selected a demographic variable, "Less Than Five" is reported as the number of survey respondents, and "Not Available" is reported as the percent of survey respondents.



# Survey Respondent Information

212 -Texas Office of Court Administration

Total Respondents: 66  
 Survey Distributed: 138  
 Response Rate: 47.83%

	<b>Number of Survey Respondents</b>	<b>Percent of Survey Respondents</b>
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## Gender

Female:	48	72.73%
Male:	18	27.27%

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## Race/Ethnic Identification

African-American:	13	19.70%
Hispanic-American:	7	10.61%
Anglo-American:	41	62.12%
Asian-American or Pacific Islander or Native American:	Less Than 5	Not Available
Multiracial/Other:	Less Than 5	Not Available

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## Age

16 to 29 years old:	Less Than 5	Not Available
30 to 39 years old:	13	19.70%
40 to 49 years old:	23	34.85%
50 to 59 years old:	25	37.88%
60 years and older:	Less Than 5	Not Available

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## Education

Did not finish high school:	Less Than 5	Not Available
High school diploma (or GED):	5	7.58%
Some college:	13	19.70%
Associate degree:	5	7.58%
Bachelor's degree:	17	25.76%
Master's degree:	7	10.61%
Doctoral degree:	19	28.79%

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## I am currently in a supervisory role.

Yes:	26	39.39%
No:	40	60.61%



# Survey Respondent Information

212 -Texas Office of Court Administration

Total Respondents: 66  
 Survey Distributed: 138  
 Response Rate: 47.83%

	<b>Number of Survey Respondents</b>	<b>Percent of Survey Respondents</b>
<b>Hours per week employed:</b>		
Less than 21 hours:	Less Than 5	Not Available
21 to 39 hours:	Less Than 5	Not Available
40 or more hours:	65	98.48%
<b>I received a promotion during the last two years:</b>		
Yes:	11	16.67%
No:	53	80.30%
<b>I received a merit increase in the last two years:</b>		
Yes:	40	60.61%
No:	26	39.39%
<b>I plan to be working for this organization in two years:</b>		
Yes:	59	89.39%
No:	7	10.61%
<b>My length of service with this organization is:</b>		
Under 1 year:	8	12.12%
1 to 2 years:	12	18.18%
3 to 5 years:	19	28.79%
6 to 10 years:	12	18.18%
11 to 15 years:	12	18.18%
Over 15 years:	Less Than 5	Not Available
<b>I am the primary wage earner in my household:</b>		
Yes:	42	63.64%
No:	23	34.85%
<b>There is more than one wage earner in my household:</b>		
Yes:	39	59.09%
No:	27	40.91%



# Survey Respondent Information

212 -Texas Office of Court Administration

Total Respondents: 66  
 Survey Distributed: 138  
 Response Rate: 47.83%

<b>Number of Survey Respondents</b>	<b>Percent of Survey Respondents</b>
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**The number of persons in my household is:**

1 person:	10	15.15%
2 persons:	21	31.82%
3 persons:	15	22.73%
4 persons:	15	22.73%
5 persons or more:	5	7.58%

---

**My annual gross (before taxes) salary is:**

Less than \$15,000:	Less Than 5	Not Available
\$15,001 to 25,000:	Less Than 5	Not Available
\$25,001 to 35,000:	11	16.67%
\$35,001 to 45,000:	11	16.67%
\$45,001 to 50,000:	Less Than 5	Not Available
\$50,001 to 60,000:	11	16.67%
\$60,001 to 75,000:	9	13.64%
Over \$75,000:	23	34.85%

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**I have lived in this State:**

Less than 2 years:	Less Than 5	Not Available
2 to 10 years:	5	7.58%
Over 10 years:	60	90.91%

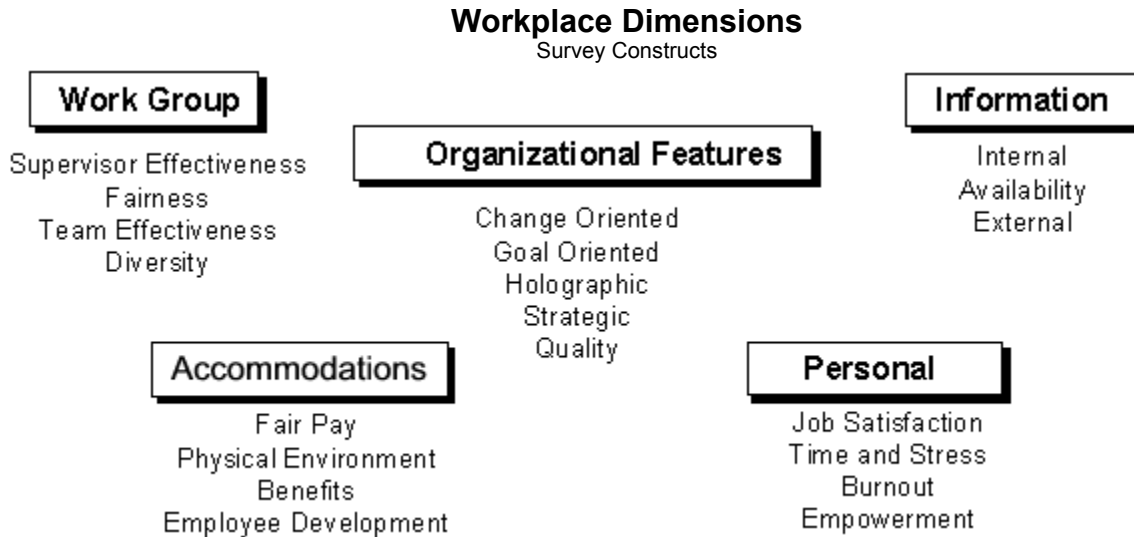


# Survey Constructs

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The Survey assessment is a framework, which at the highest level, consists of five Workplace Dimensions capturing the total work environment. Each Workplace Dimension is composed of several Survey Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Questions series. Appendix A1 contains a summary of Survey Constructs and related Primary Questions. Scores for the Constructs range from a low of 100 to a high of 500.

In this section, the reported data are categorized by Workplace Dimension and include the current score for each Dimension's Construct. If available, the past four Construct scores from previous survey iterations for your organization are provided. Comparative construct average benchmarks include an average score of all respondents, a construct average for organizations of similar size, and an average construct score for organizations of similar mission from the previous survey iteration.



## Construct Summary

### Highest Scoring Constructs: Areas of Strength

Score	Construct
399	Quality
394	Burnout
389	Fairness
384	Job Satisfaction
383	Strategic

### Lowest Scoring Constructs: Areas of Concern

Score	Construct
304	Fair Pay
338	Internal
355	Change Oriented
358	Employment Development
362	Benefits



# Survey Constructs

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## Work Group

This dimension relates to employees' activities within their immediate work vicinity. They include factors that concern how employees interact with peers, supervisors and all of the persons involved in day-to-day work activity. This is the immediate work environment of the employee.

### Supervisor Effectiveness

Supervisor Effectiveness provides insight into the nature of supervisory relationships in the organization, including the quality of communication, leadership, and fairness that employees perceive exist between supervisors and themselves.

Current Score:	<input type="text" value="371"/>	2002 Score:	<input type="text" value="316"/>	All Respondents:	<input type="text" value="324"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="345"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="326"/>

### Fairness

Fairness measures the extent to which employees believe that equal and fair opportunity exists for all members of the organization.

Current Score:	<input type="text" value="389"/>	2002 Score:	<input type="text" value="341"/>	All Respondents:	<input type="text" value="343"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="363"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="350"/>

### Team Effectiveness

Team Effectiveness captures employees' perceptions of the effectiveness of their work group and the extent to which the organizational environment supports appropriate teamwork among employees.

Current Score:	<input type="text" value="372"/>	2002 Score:	<input type="text" value="302"/>	All Respondents:	<input type="text" value="325"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="343"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="327"/>

### Diversity

Diversity addresses the extent to which employees feel that individual differences, including ethnicity, age and lifestyle, may result in alienation and/or missed opportunities for learning or advancement.

Current Score:	<input type="text" value="380"/>	2002 Score:	<input type="text" value="349"/>	All Respondents:	<input type="text" value="342"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="363"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="341"/>





# Survey Constructs

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## Accommodations

This dimension looks at the physical work setting and the factors associated with compensation, work technology and tools. It is the "total benefit package" provided to employees by the organization.

### Fair Pay

Fair Pay is an evaluation from the viewpoint of employees of the competitiveness of the total compensation package. It addresses how well the package "holds up" when employees compare it to similar jobs in their own communities.

Current Score:	<input type="text" value="304"/>	2002 Score:	<input type="text" value="307"/>	All Respondents:	<input type="text" value="241"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="274"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="241"/>

### Physical Environment

Adequacy of Physical Environment captures employees' perceptions of the work setting and the degree to which employees believe that a safe and pleasant working environment exists.

Current Score:	<input type="text" value="372"/>	2002 Score:	<input type="text" value="384"/>	All Respondents:	<input type="text" value="364"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="388"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="372"/>

### Benefits

Benefits provides an indication of the role that the employment benefit package plays in attracting and retaining employees.

Current Score:	<input type="text" value="362"/>	2002 Score:	<input type="text" value="417"/>	All Respondents:	<input type="text" value="342"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="360"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="333"/>

### Employment Development

Employment Development captures perceptions of the priority given to the career and personal development of employees by the organization.

Current Score:	<input type="text" value="358"/>	2002 Score:	<input type="text" value="352"/>	All Respondents:	<input type="text" value="339"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="361"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="347"/>



# Survey Constructs

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## Organizational Features

This dimension addresses the organization's interface with external influences. It is an internal evaluation of the organization's ability to assess changes in the environment and make needed adjustments. Also included are assessments of the quality of relations the organization shares with the public. In essence, this dimension captures the "corporate" culture.

### Change Oriented

Change Oriented secures employees' perceptions of the organization's capability and readiness to change based on new information and ideas.

Current Score:	<input type="text" value="355"/>	2002 Score:	<input type="text" value="323"/>	All Respondents:	<input type="text" value="329"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="351"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="329"/>

### Goal Oriented

Goal Oriented addresses the organization's ability to include all its members in focusing resources towards goal accomplishment.

Current Score:	<input type="text" value="379"/>	2002 Score:	<input type="text" value="330"/>	All Respondents:	<input type="text" value="348"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="366"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="348"/>

### Holographic

Holographic refers to the degree to which all actions of the organization "hang together" and are understood by all. It concerns employees' perceptions of the consistency of decision-making and activity within the organization.

Current Score:	<input type="text" value="365"/>	2002 Score:	<input type="text" value="326"/>	All Respondents:	<input type="text" value="336"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="356"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="339"/>

### Strategic

Strategic orientation secures employees' thinking about how the organization responds to external influence, including those which play a role in defining the mission, services and products provided by the organization.

Current Score:	<input type="text" value="383"/>	2002 Score:	<input type="text" value="395"/>	All Respondents:	<input type="text" value="376"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="395"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="379"/>

### Quality

Quality focuses upon the degree to which quality principles, such as customer service and continuous improvement, are a part of the organizational culture.

Current Score:	<input type="text" value="399"/>	2002 Score:	<input type="text" value="398"/>	All Respondents:	<input type="text" value="377"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="399"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="379"/>



# Survey Constructs

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## Information

This dimension refers to how consistent and structured communication flow is within the organization and to outside groups. It examines the degree to which communication is directed towards work concerns. How focused and effective it is, as well as, how accessible information is to employees.

### Internal

Internal Communication captures the nature of communication exchanges within the organization. It addresses the extent to which employees view information exchanges as open and productive.

Current Score:	<input type="text" value="338"/>	2002 Score:	<input type="text" value="308"/>	All Respondents:	<input type="text" value="316"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="336"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="324"/>

### Availability

Availability of Information provides insight into whether employees know where to get needed information and whether they have the ability to access it in a timely manner.

Current Score:	<input type="text" value="365"/>	2002 Score:	<input type="text" value="364"/>	All Respondents:	<input type="text" value="356"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="374"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="366"/>

### External

External Communication looks at how information flows in and out of the organization. It focuses upon the ability of the organization to synthesize and apply external information to work performed by the organization.

Current Score:	<input type="text" value="374"/>	2002 Score:	<input type="text" value="373"/>	All Respondents:	<input type="text" value="359"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="379"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="365"/>



# Survey Constructs

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## Personal

This dimension reports on how much internalization of stress is occurring and the extent to which debilitating social and psychological conditions appear to be developing at the level of the individual employee. It addresses the important interface between employees' home and work lives, and how this relationship may impact job performance and organizational efficiency.

### Job Satisfaction

Job Satisfaction addresses employees' satisfaction with their overall work situation. Weighed heavily in this construct are issues concerning employees' evaluation of the availability of time and resources needed to perform jobs effectively.

Current Score:	<input type="text" value="384"/>	2002 Score:	<input type="text" value="371"/>	All Respondents:	<input type="text" value="350"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="373"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="352"/>

### Time and Stress

Time and Stress Management looks how realistic job demands are given time and resource constraints, and also captures employees' feelings about their ability to balance home and work demands (note: The higher the score the lower the level of stress).

Current Score:	<input type="text" value="379"/>	2002 Score:	<input type="text" value="369"/>	All Respondents:	<input type="text" value="349"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="370"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="352"/>

### Burnout

Burnout is a feeling of extreme mental exhaustion that can negatively impact employees' physical health and job performance, leading to lost resources and opportunities in the organization (note: The higher the score the lower the level of burnout).

Current Score:	<input type="text" value="394"/>	2002 Score:	<input type="text" value="358"/>	All Respondents:	<input type="text" value="353"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="373"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="356"/>

### Empowerment

Empowerment measures the degree to which employees feel that they have some control over their jobs and the outcome of their efforts.

Current Score:	<input type="text" value="380"/>	2002 Score:	<input type="text" value="332"/>	All Respondents:	<input type="text" value="346"/>
2004 Score:	<input type="text" value="Not Available"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="363"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="349"/>



## Primary Items

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For the following section employees are asked to indicate how strongly they agree or disagree that the statement describes their immediate workplace. Possible responses include: (1) Strongly Disagree, (2) Disagree, (3) Feel Neutral, (4) Agree, (5) Strongly Disagree and (6) Don't Know/ Not Applicable.

Any survey item with an average (mean) score above the neutral midpoint of "3.0" suggests that employees perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength for the organization. Conversely, scores below "3.0" are viewed more negatively by employees. Questions that receive below a "2.0" should be a significant source of concern for the organization and receive immediate attention.



# Primary Items

212 -Texas Office of Court Administration

**1. We are known for the quality of service we provide.**

Current Score:	<input type="text" value="4.10"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.80"/>	2002 Score:	<input type="text" value="4.31"/>	All Respondents:	<input type="text" value="3.96"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="4.18"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.87"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="21"/>	<input type="text" value="28"/>	<input type="text" value="11"/>	<input type="text" value="2"/>	<input type="text" value="0"/>	<input type="text" value="4"/>
Percentage:	<input type="text" value="31.82%"/>	<input type="text" value="42.42%"/>	<input type="text" value="16.67%"/>	<input type="text" value="3.03%"/>	<input type="text" value="Not Available"/>	<input type="text" value="6.06%"/>

**2. We are constantly improving our services.**

Current Score:	<input type="text" value="3.97"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.88"/>	2002 Score:	<input type="text" value="3.92"/>	All Respondents:	<input type="text" value="3.82"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="4.06"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.90"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="18"/>	<input type="text" value="30"/>	<input type="text" value="10"/>	<input type="text" value="5"/>	<input type="text" value="0"/>	<input type="text" value="3"/>
Percentage:	<input type="text" value="27.27%"/>	<input type="text" value="45.45%"/>	<input type="text" value="15.15%"/>	<input type="text" value="7.58%"/>	<input type="text" value="Not Available"/>	<input type="text" value="4.55%"/>

**3. Our goals are consistently met or exceeded.**

Current Score:	<input type="text" value="4.05"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.74"/>	2002 Score:	<input type="text" value="3.46"/>	All Respondents:	<input type="text" value="3.75"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.94"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.85"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="16"/>	<input type="text" value="34"/>	<input type="text" value="9"/>	<input type="text" value="2"/>	<input type="text" value="0"/>	<input type="text" value="5"/>
Percentage:	<input type="text" value="24.24%"/>	<input type="text" value="51.52%"/>	<input type="text" value="13.64%"/>	<input type="text" value="3.03%"/>	<input type="text" value="Not Available"/>	<input type="text" value="7.58%"/>

**4. We produce high quality work that has a low rate of error.**

Current Score:	<input type="text" value="4.27"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.81"/>	2002 Score:	<input type="text" value="4.00"/>	All Respondents:	<input type="text" value="3.82"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="4.02"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.77"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="27"/>	<input type="text" value="28"/>	<input type="text" value="5"/>	<input type="text" value="1"/>	<input type="text" value="1"/>	<input type="text" value="4"/>
Percentage:	<input type="text" value="40.91%"/>	<input type="text" value="42.42%"/>	<input type="text" value="7.58%"/>	<input type="text" value="1.52%"/>	<input type="text" value="1.52%"/>	<input type="text" value="6.06%"/>



# Primary Items

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**5. We know who our customers (those we serve) are.**

Current Score:	4.36	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.82	2002 Score:	4.46	All Respondents:	4.24	
Number of Respondents:	66	2000 Score:	Not Available	Size Category 3:	4.31	
		1998 Score:	Not Available	Mission 1/10:	4.16	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	30	27	1	2	1	5
Percentage:	45.45%	40.91%	1.52%	3.03%	1.52%	7.58%

**6. We develop services to match our customers' needs.**

Current Score:	3.95	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.96	2002 Score:	4.00	All Respondents:	3.90	
Number of Respondents:	66	2000 Score:	Not Available	Size Category 3:	4.05	
		1998 Score:	Not Available	Mission 1/10:	3.86	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	19	26	11	4	1	5
Percentage:	28.79%	39.39%	16.67%	6.06%	1.52%	7.58%

**7. My performance is evaluated fairly.**

Current Score:	4.14	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.80	2002 Score:	3.92	All Respondents:	3.74	
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3:	3.83	
		1998 Score:	Not Available	Mission 1/10:	3.76	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	21	33	7	1	1	2
Percentage:	32.31%	50.77%	10.77%	1.54%	1.54%	3.08%

**8. My supervisor is consistent when administering policies concerning employees.**

Current Score:	4.05	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.90	2002 Score:	3.85	All Respondents:	3.68	
Number of Respondents:	66	2000 Score:	Not Available	Size Category 3:	3.76	
		1998 Score:	Not Available	Mission 1/10:	3.64	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	20	33	6	4	1	2
Percentage:	30.30%	50.00%	9.09%	6.06%	1.52%	3.03%



# Primary Items

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**9. Every employee is valued.**

Current Score:	3.83	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	1.14	2002 Score:	3.62	All Respondents:	3.34	
Number of Respondents:	66	2000 Score:	Not Available	Size Category 3	3.54	
		1998 Score:	Not Available	Mission 1/10	3.36	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	23	20	12	8	2	1
Percentage:	34.85%	30.30%	18.18%	12.12%	3.03%	1.52%

**10. We work to attract, develop, and retain people with diverse backgrounds.**

Current Score:	3.67	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.90	2002 Score:	3.67	All Respondents:	3.48	
Number of Respondents:	66	2000 Score:	Not Available	Size Category 3	3.72	
		1998 Score:	Not Available	Mission 1/10	3.44	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	10	23	16	6	0	11
Percentage:	15.15%	34.85%	24.24%	9.09%	Not Available	16.67%

**11. We have adequate computer resources (hardware and software).**

Current Score:	3.71	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	1.15	2002 Score:	4.08	All Respondents:	3.63	
Number of Respondents:	66	2000 Score:	Not Available	Size Category 3	3.96	
		1998 Score:	Not Available	Mission 1/10	3.87	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	15	34	4	9	4	0
Percentage:	22.73%	51.52%	6.06%	13.64%	6.06%	Not Available

**12. Information systems are in place and accessible for me to get my job done.**

Current Score:	3.83	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.92	2002 Score:	4.23	All Respondents:	3.86	
Number of Respondents:	66	2000 Score:	Not Available	Size Category 3	4.07	
		1998 Score:	Not Available	Mission 1/10	3.98	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	12	40	7	5	2	0
Percentage:	18.18%	60.61%	10.61%	7.58%	3.03%	Not Available





# Primary Items

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**13. Information is shared as appropriate with other organizations.**

Current Score:	<input type="text" value="3.81"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.84"/>	2002 Score:	<input type="text" value="4.08"/>	All Respondents:	<input type="text" value="3.61"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.83"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.72"/>	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="11"/>	<input type="text" value="35"/>	<input type="text" value="11"/>	<input type="text" value="6"/>	<input type="text" value="0"/>	<input type="text" value="3"/>
Percentage:	<input type="text" value="16.67%"/>	<input type="text" value="53.03%"/>	<input type="text" value="16.67%"/>	<input type="text" value="9.09%"/>	<input type="text" value="Not Available"/>	<input type="text" value="4.55%"/>

**14. The right information gets to the right people at the right time.**

Current Score:	<input type="text" value="3.59"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.90"/>	2002 Score:	<input type="text" value="3.31"/>	All Respondents:	<input type="text" value="3.18"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.36"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.25"/>	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="9"/>	<input type="text" value="29"/>	<input type="text" value="17"/>	<input type="text" value="9"/>	<input type="text" value="0"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="13.85%"/>	<input type="text" value="44.62%"/>	<input type="text" value="26.15%"/>	<input type="text" value="13.85%"/>	<input type="text" value="Not Available"/>	<input type="text" value="1.54%"/>

**15. We integrate information and act intelligently upon that information.**

Current Score:	<input type="text" value="3.75"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.89"/>	2002 Score:	<input type="text" value="3.69"/>	All Respondents:	<input type="text" value="3.54"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.67"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.63"/>	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="13"/>	<input type="text" value="28"/>	<input type="text" value="17"/>	<input type="text" value="6"/>	<input type="text" value="0"/>	<input type="text" value="2"/>
Percentage:	<input type="text" value="19.70%"/>	<input type="text" value="42.42%"/>	<input type="text" value="25.76%"/>	<input type="text" value="9.09%"/>	<input type="text" value="Not Available"/>	<input type="text" value="3.03%"/>

**16. The work atmosphere encourages open and honest communication.**

Current Score:	<input type="text" value="3.73"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.07"/>	2002 Score:	<input type="text" value="2.85"/>	All Respondents:	<input type="text" value="3.22"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.40"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.22"/>	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="17"/>	<input type="text" value="26"/>	<input type="text" value="13"/>	<input type="text" value="8"/>	<input type="text" value="2"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="25.76%"/>	<input type="text" value="39.39%"/>	<input type="text" value="19.70%"/>	<input type="text" value="12.12%"/>	<input type="text" value="3.03%"/>	<input type="text" value="Not Available"/>



# Primary Items

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**17. We feel the channels we must go through at work are reasonable.**

Current Score:	<input type="text" value="3.66"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.85"/>	2002 Score:	<input type="text" value="3.08"/>	All Respondents:	<input type="text" value="3.31"/>
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.51"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.40"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="7"/>	<input type="text" value="38"/>	<input type="text" value="11"/>	<input type="text" value="9"/>	<input type="text" value="0"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="10.61%"/>	<input type="text" value="57.58%"/>	<input type="text" value="16.67%"/>	<input type="text" value="13.64%"/>	<input type="text" value="Not Available"/>	<input type="text" value="1.52%"/>

**18. Work groups are trained to incorporate the opinions of each member.**

Current Score:	<input type="text" value="3.55"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.86"/>	2002 Score:	<input type="text" value="2.92"/>	All Respondents:	<input type="text" value="3.22"/>
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.43"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.24"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="8"/>	<input type="text" value="19"/>	<input type="text" value="23"/>	<input type="text" value="5"/>	<input type="text" value="0"/>	<input type="text" value="11"/>
Percentage:	<input type="text" value="12.12%"/>	<input type="text" value="28.79%"/>	<input type="text" value="34.85%"/>	<input type="text" value="7.58%"/>	<input type="text" value="Not Available"/>	<input type="text" value="16.67%"/>

**19. Work groups receive adequate feedback that helps improve their performance.**

Current Score:	<input type="text" value="3.50"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.91"/>	2002 Score:	<input type="text" value="3.17"/>	All Respondents:	<input type="text" value="3.23"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.41"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.26"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="7"/>	<input type="text" value="20"/>	<input type="text" value="21"/>	<input type="text" value="5"/>	<input type="text" value="1"/>	<input type="text" value="11"/>
Percentage:	<input type="text" value="10.77%"/>	<input type="text" value="30.77%"/>	<input type="text" value="32.31%"/>	<input type="text" value="7.69%"/>	<input type="text" value="1.54%"/>	<input type="text" value="16.92%"/>

**20. We have an opportunity to participate in the goal setting process.**

Current Score:	<input type="text" value="3.41"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="1.04"/>	2002 Score:	<input type="text" value="3.00"/>	All Respondents:	<input type="text" value="3.10"/>
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.42"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="2.92"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="7"/>	<input type="text" value="23"/>	<input type="text" value="14"/>	<input type="text" value="10"/>	<input type="text" value="2"/>	<input type="text" value="10"/>
Percentage:	<input type="text" value="10.61%"/>	<input type="text" value="34.85%"/>	<input type="text" value="21.21%"/>	<input type="text" value="15.15%"/>	<input type="text" value="3.03%"/>	<input type="text" value="15.15%"/>



# Primary Items

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## 21. Decision making and control are given to employees doing the actual work.

Current Score:	<input type="text" value="3.72"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.95"/>	2002 Score:	<input type="text" value="3.15"/>	All Respondents:	<input type="text" value="3.14"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.33"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.18"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="11"/>	<input type="text" value="33"/>	<input type="text" value="13"/>	<input type="text" value="5"/>	<input type="text" value="2"/>	<input type="text" value="2"/>
Percentage:	<input type="text" value="16.67%"/>	<input type="text" value="50.00%"/>	<input type="text" value="19.70%"/>	<input type="text" value="7.58%"/>	<input type="text" value="3.03%"/>	<input type="text" value="3.03%"/>

## 22. We seem to be working toward the same goals.

Current Score:	<input type="text" value="3.92"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.80"/>	2002 Score:	<input type="text" value="3.31"/>	All Respondents:	<input type="text" value="3.47"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.62"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.60"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="13"/>	<input type="text" value="35"/>	<input type="text" value="10"/>	<input type="text" value="4"/>	<input type="text" value="0"/>	<input type="text" value="4"/>
Percentage:	<input type="text" value="19.70%"/>	<input type="text" value="53.03%"/>	<input type="text" value="15.15%"/>	<input type="text" value="6.06%"/>	<input type="text" value="Not Available"/>	<input type="text" value="6.06%"/>

## 23. There is a basic trust among employees and supervisors.

Current Score:	<input type="text" value="3.83"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.03"/>	2002 Score:	<input type="text" value="2.85"/>	All Respondents:	<input type="text" value="3.19"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.39"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.22"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="17"/>	<input type="text" value="32"/>	<input type="text" value="8"/>	<input type="text" value="7"/>	<input type="text" value="2"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="25.76%"/>	<input type="text" value="48.48%"/>	<input type="text" value="12.12%"/>	<input type="text" value="10.61%"/>	<input type="text" value="3.03%"/>	<input type="text" value="Not Available"/>

## 24. We are given the opportunity to do our best work.

Current Score:	<input type="text" value="4.12"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.85"/>	2002 Score:	<input type="text" value="3.38"/>	All Respondents:	<input type="text" value="3.61"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.80"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.60"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="24"/>	<input type="text" value="30"/>	<input type="text" value="8"/>	<input type="text" value="4"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="36.36%"/>	<input type="text" value="45.45%"/>	<input type="text" value="12.12%"/>	<input type="text" value="6.06%"/>	<input type="text" value="Not Available"/>	<input type="text" value="Not Available"/>



## Primary Items

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### 25. We feel a sense of pride when we tell people that we work for this organization.

Current Score:	<input type="text" value="4.11"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.87"/>	2002 Score:	<input type="text" value="3.85"/>	All Respondents:	<input type="text" value="3.73"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.98"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.77"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="22"/>	<input type="text" value="33"/>	<input type="text" value="6"/>	<input type="text" value="3"/>	<input type="text" value="1"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="33.33%"/>	<input type="text" value="50.00%"/>	<input type="text" value="9.09%"/>	<input type="text" value="4.55%"/>	<input type="text" value="1.52%"/>	<input type="text" value="1.52%"/>

### 26. The amount of work I am asked to do is reasonable.

Current Score:	<input type="text" value="3.85"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.98"/>	2002 Score:	<input type="text" value="3.77"/>	All Respondents:	<input type="text" value="3.53"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.71"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.47"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="14"/>	<input type="text" value="39"/>	<input type="text" value="4"/>	<input type="text" value="7"/>	<input type="text" value="2"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="21.21%"/>	<input type="text" value="59.09%"/>	<input type="text" value="6.06%"/>	<input type="text" value="10.61%"/>	<input type="text" value="3.03%"/>	<input type="text" value="Not Available"/>

### 27. We are efficient.

Current Score:	<input type="text" value="3.95"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.92"/>	2002 Score:	<input type="text" value="3.08"/>	All Respondents:	<input type="text" value="3.54"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.61"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.52"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="19"/>	<input type="text" value="32"/>	<input type="text" value="8"/>	<input type="text" value="7"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="28.79%"/>	<input type="text" value="48.48%"/>	<input type="text" value="12.12%"/>	<input type="text" value="10.61%"/>	<input type="text" value="Not Available"/>	<input type="text" value="Not Available"/>

### 28. Outstanding work is recognized.

Current Score:	<input type="text" value="3.65"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.11"/>	2002 Score:	<input type="text" value="3.38"/>	All Respondents:	<input type="text" value="3.18"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.51"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.36"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="15"/>	<input type="text" value="26"/>	<input type="text" value="13"/>	<input type="text" value="8"/>	<input type="text" value="3"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="22.73%"/>	<input type="text" value="39.39%"/>	<input type="text" value="19.70%"/>	<input type="text" value="12.12%"/>	<input type="text" value="4.55%"/>	<input type="text" value="1.52%"/>



# Primary Items

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## 29. There is a real feeling of teamwork.

Current Score:	<input type="text" value="3.80"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.09"/>	2002 Score:	<input type="text" value="3.08"/>	All Respondents:	<input type="text" value="3.22"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.44"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.26"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="20"/>	<input type="text" value="22"/>	<input type="text" value="16"/>	<input type="text" value="4"/>	<input type="text" value="3"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="30.30%"/>	<input type="text" value="33.33%"/>	<input type="text" value="24.24%"/>	<input type="text" value="6.06%"/>	<input type="text" value="4.55%"/>	<input type="text" value="1.52%"/>

## 30. We feel our efforts count.

Current Score:	<input type="text" value="3.83"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.97"/>	2002 Score:	<input type="text" value="3.23"/>	All Respondents:	<input type="text" value="3.31"/>	
Number of Respondents:	<input type="text" value="66"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.55"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.41"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="16"/>	<input type="text" value="31"/>	<input type="text" value="13"/>	<input type="text" value="4"/>	<input type="text" value="2"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="24.24%"/>	<input type="text" value="46.97%"/>	<input type="text" value="19.70%"/>	<input type="text" value="6.06%"/>	<input type="text" value="3.03%"/>	<input type="text" value="Not Available"/>

## 31. We are encouraged to learn from our mistakes.

Current Score:	<input type="text" value="3.75"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.78"/>	2002 Score:	<input type="text" value="3.38"/>	All Respondents:	<input type="text" value="3.67"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.77"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.67"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="9"/>	<input type="text" value="34"/>	<input type="text" value="17"/>	<input type="text" value="4"/>	<input type="text" value="0"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="13.85%"/>	<input type="text" value="52.31%"/>	<input type="text" value="26.15%"/>	<input type="text" value="6.15%"/>	<input type="text" value="Not Available"/>	<input type="text" value="1.54%"/>

## 32. We have adequate resources to do our jobs.

Current Score:	<input type="text" value="3.66"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.00"/>	2002 Score:	<input type="text" value="3.85"/>	All Respondents:	<input type="text" value="3.49"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.76"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.63"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="8"/>	<input type="text" value="40"/>	<input type="text" value="4"/>	<input type="text" value="10"/>	<input type="text" value="2"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="12.31%"/>	<input type="text" value="61.54%"/>	<input type="text" value="6.15%"/>	<input type="text" value="15.38%"/>	<input type="text" value="3.08%"/>	<input type="text" value="1.54%"/>



# Primary Items

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**33. We are given accurate feedback about our performance.**

Current Score:	3.82	2004 Score:	Not Available	<b>Current Benchmarks</b>	
Standard Deviation:	0.77	2002 Score:	3.54	All Respondents:	3.40
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3:	3.57
		1998 Score:	Not Available	Mission 1/10:	3.46

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	11	34	17	3	0	0
Percentage:	16.92%	52.31%	26.15%	4.62%	Not Available	Not Available

**34. When possible, alternative work schedules (flex-time, compressed work weeks, job sharing, telecommuting) are offered to employees.**

Current Score:	3.71	2004 Score:	Not Available	<b>Current Benchmarks</b>	
Standard Deviation:	1.00	2002 Score:	3.62	All Respondents:	3.54
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3:	3.92
		1998 Score:	Not Available	Mission 1/10:	3.80

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	10	30	8	6	2	9
Percentage:	15.38%	46.15%	12.31%	9.23%	3.08%	13.85%

**35. Training is made available to us for personal growth and development.**

Current Score:	3.37	2004 Score:	Not Available	<b>Current Benchmarks</b>	
Standard Deviation:	1.05	2002 Score:	3.85	All Respondents:	3.41
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3:	3.65
		1998 Score:	Not Available	Mission 1/10:	3.51

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	7	25	11	15	1	6
Percentage:	10.77%	38.46%	16.92%	23.08%	1.54%	9.23%

**36. Training is made available to us so that we can do our jobs better.**

Current Score:	3.86	2004 Score:	Not Available	<b>Current Benchmarks</b>	
Standard Deviation:	0.85	2002 Score:	3.69	All Respondents:	3.53
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3:	3.76
		1998 Score:	Not Available	Mission 1/10:	3.66

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	12	37	10	4	1	1
Percentage:	18.46%	56.92%	15.38%	6.15%	1.54%	1.54%



# Primary Items

212 -Texas Office of Court Administration

**37. We have access to information about job opportunities, conferences, workshops, and training.**

Current Score:	<input type="text" value="3.62"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.94"/>	2002 Score:	<input type="text" value="3.92"/>	All Respondents:	<input type="text" value="3.59"/>
Number of Respondents:	<input type="text" value="64"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.80"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.71"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="8"/>	<input type="text" value="31"/>	<input type="text" value="12"/>	<input type="text" value="8"/>	<input type="text" value="1"/>	<input type="text" value="4"/>
Percentage:	<input type="text" value="12.50%"/>	<input type="text" value="48.44%"/>	<input type="text" value="18.75%"/>	<input type="text" value="12.50%"/>	<input type="text" value="1.56%"/>	<input type="text" value="6.25%"/>

**38. Supervisors know whether an individual's career goals are compatible with organizational goals.**

Current Score:	<input type="text" value="3.52"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.93"/>	2002 Score:	<input type="text" value="3.23"/>	All Respondents:	<input type="text" value="3.20"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.41"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.21"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="9"/>	<input type="text" value="19"/>	<input type="text" value="20"/>	<input type="text" value="8"/>	<input type="text" value="0"/>	<input type="text" value="9"/>
Percentage:	<input type="text" value="13.85%"/>	<input type="text" value="29.23%"/>	<input type="text" value="30.77%"/>	<input type="text" value="12.31%"/>	<input type="text" value="Not Available"/>	<input type="text" value="13.85%"/>

**39. We have sufficient procedures to ensure the safety of employees in the workplace.**

Current Score:	<input type="text" value="3.58"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="1.05"/>	2002 Score:	<input type="text" value="4.00"/>	All Respondents:	<input type="text" value="3.84"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="4.02"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.85"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="11"/>	<input type="text" value="28"/>	<input type="text" value="15"/>	<input type="text" value="7"/>	<input type="text" value="3"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="16.92%"/>	<input type="text" value="43.08%"/>	<input type="text" value="23.08%"/>	<input type="text" value="10.77%"/>	<input type="text" value="4.62%"/>	<input type="text" value="1.54%"/>

**40. Our workplace is well maintained.**

Current Score:	<input type="text" value="3.83"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.91"/>	2002 Score:	<input type="text" value="4.08"/>	All Respondents:	<input type="text" value="3.63"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.90"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.71"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="12"/>	<input type="text" value="35"/>	<input type="text" value="11"/>	<input type="text" value="3"/>	<input type="text" value="2"/>	<input type="text" value="2"/>
Percentage:	<input type="text" value="18.46%"/>	<input type="text" value="53.85%"/>	<input type="text" value="16.92%"/>	<input type="text" value="4.62%"/>	<input type="text" value="3.08%"/>	<input type="text" value="3.08%"/>



# Primary Items

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**41. Within my workplace, there is a feeling of community.**

Current Score:	<input type="text" value="3.77"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.01"/>	2002 Score:	<input type="text" value="3.23"/>	All Respondents:	<input type="text" value="3.47"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.62"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.43"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="15"/>	<input type="text" value="25"/>	<input type="text" value="15"/>	<input type="text" value="4"/>	<input type="text" value="2"/>	<input type="text" value="4"/>
Percentage:	<input type="text" value="23.08%"/>	<input type="text" value="38.46%"/>	<input type="text" value="23.08%"/>	<input type="text" value="6.15%"/>	<input type="text" value="3.08%"/>	<input type="text" value="6.15%"/>

**42. The environment supports a balance between work and personal life.**

Current Score:	<input type="text" value="3.87"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.88"/>	2002 Score:	<input type="text" value="3.77"/>	All Respondents:	<input type="text" value="3.48"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.72"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.52"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="14"/>	<input type="text" value="29"/>	<input type="text" value="16"/>	<input type="text" value="0"/>	<input type="text" value="2"/>	<input type="text" value="4"/>
Percentage:	<input type="text" value="21.54%"/>	<input type="text" value="44.62%"/>	<input type="text" value="24.62%"/>	<input type="text" value="Not Available"/>	<input type="text" value="3.08%"/>	<input type="text" value="6.15%"/>

**43. The pace of the work in this organization enables me to do a good job.**

Current Score:	<input type="text" value="3.72"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.93"/>	2002 Score:	<input type="text" value="3.85"/>	All Respondents:	<input type="text" value="3.43"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.64"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.32"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="11"/>	<input type="text" value="32"/>	<input type="text" value="15"/>	<input type="text" value="4"/>	<input type="text" value="2"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="16.92%"/>	<input type="text" value="49.23%"/>	<input type="text" value="23.08%"/>	<input type="text" value="6.15%"/>	<input type="text" value="3.08%"/>	<input type="text" value="1.54%"/>

**44. My job meets my expectations.**

Current Score:	<input type="text" value="4.05"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.84"/>	2002 Score:	<input type="text" value="3.92"/>	All Respondents:	<input type="text" value="3.55"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.73"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.54"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="19"/>	<input type="text" value="34"/>	<input type="text" value="9"/>	<input type="text" value="2"/>	<input type="text" value="1"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="29.23%"/>	<input type="text" value="52.31%"/>	<input type="text" value="13.85%"/>	<input type="text" value="3.08%"/>	<input type="text" value="1.54%"/>	<input type="text" value="Not Available"/>





# Primary Items

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**45. We balance our focus on both long range and short-term goals.**

Current Score:	<input type="text" value="3.81"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.90"/>	2002 Score:	<input type="text" value="3.38"/>	All Respondents:	<input type="text" value="3.45"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.61"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.46"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="11"/>	<input type="text" value="30"/>	<input type="text" value="11"/>	<input type="text" value="4"/>	<input type="text" value="1"/>	<input type="text" value="8"/>
Percentage:	<input type="text" value="16.92%"/>	<input type="text" value="46.15%"/>	<input type="text" value="16.92%"/>	<input type="text" value="6.15%"/>	<input type="text" value="1.54%"/>	<input type="text" value="12.31%"/>

**46. My ideas and opinions count at work.**

Current Score:	<input type="text" value="3.98"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.79"/>	2002 Score:	<input type="text" value="3.54"/>	All Respondents:	<input type="text" value="3.40"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.64"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.42"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="17"/>	<input type="text" value="31"/>	<input type="text" value="14"/>	<input type="text" value="2"/>	<input type="text" value="0"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="26.15%"/>	<input type="text" value="47.69%"/>	<input type="text" value="21.54%"/>	<input type="text" value="3.08%"/>	<input type="text" value="Not Available"/>	<input type="text" value="1.54%"/>

**47. People who challenge the status quo are valued.**

Current Score:	<input type="text" value="3.45"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="1.05"/>	2002 Score:	<input type="text" value="2.85"/>	All Respondents:	<input type="text" value="2.92"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.11"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="2.96"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="9"/>	<input type="text" value="20"/>	<input type="text" value="14"/>	<input type="text" value="11"/>	<input type="text" value="1"/>	<input type="text" value="10"/>
Percentage:	<input type="text" value="13.85%"/>	<input type="text" value="30.77%"/>	<input type="text" value="21.54%"/>	<input type="text" value="16.92%"/>	<input type="text" value="1.54%"/>	<input type="text" value="15.38%"/>

**48. Work groups are actively involved in making work processes more effective.**

Current Score:	<input type="text" value="3.54"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.92"/>	2002 Score:	<input type="text" value="2.83"/>	All Respondents:	<input type="text" value="3.20"/>
Number of Respondents:	<input type="text" value="64"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.42"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.21"/>

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="8"/>	<input type="text" value="19"/>	<input type="text" value="18"/>	<input type="text" value="7"/>	<input type="text" value="0"/>	<input type="text" value="12"/>
Percentage:	<input type="text" value="12.50%"/>	<input type="text" value="29.69%"/>	<input type="text" value="28.12%"/>	<input type="text" value="10.94%"/>	<input type="text" value="Not Available"/>	<input type="text" value="18.75%"/>



# Primary Items

212 -Texas Office of Court Administration

**49. The people I work with treat each other with respect.**

Current Score:	4.19	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.79	2002 Score:	3.77	All Respondents:	3.65	
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3	3.83	
		1998 Score:	Not Available	Mission 1/10	3.59	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	23	34	3	4	0	1
Percentage:	35.38%	52.31%	4.62%	6.15%	Not Available	1.54%

**50. Information is shared as appropriate with the public.**

Current Score:	4.08	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.79	2002 Score:	4.08	All Respondents:	3.69	
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3	3.89	
		1998 Score:	Not Available	Mission 1/10	3.77	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	17	34	7	1	1	5
Percentage:	26.15%	52.31%	10.77%	1.54%	1.54%	7.69%

**51. Favoritism (special treatment) is not an issue in raises or promotions.**

Current Score:	3.73	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.97	2002 Score:	2.83	All Respondents:	2.99	
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3	3.23	
		1998 Score:	Not Available	Mission 1/10	3.06	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	13	26	14	6	1	5
Percentage:	20.00%	40.00%	21.54%	9.23%	1.54%	7.69%

**52. Our employees are generally ethical in the workplace.**

Current Score:	4.08	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.82	2002 Score:	4.08	All Respondents:	3.81	
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3	4.01	
		1998 Score:	Not Available	Mission 1/10	3.87	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	18	38	4	3	1	1
Percentage:	27.69%	58.46%	6.15%	4.62%	1.54%	1.54%



# Primary Items

212 -Texas Office of Court Administration

**53. I am confident that any ethics violation I report will be properly handled.**

Current Score:	<input type="text" value="3.98"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.86"/>	2002 Score:	<input type="text" value="3.92"/>	All Respondents:	<input type="text" value="3.58"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.77"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.62"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="18"/>	<input type="text" value="32"/>	<input type="text" value="12"/>	<input type="text" value="2"/>	<input type="text" value="1"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="27.69%"/>	<input type="text" value="49.23%"/>	<input type="text" value="18.46%"/>	<input type="text" value="3.08%"/>	<input type="text" value="1.54%"/>	<input type="text" value="Not Available"/>

**54. Harassment is not tolerated at my workplace.**

Current Score:	<input type="text" value="4.35"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.65"/>	2002 Score:	<input type="text" value="4.31"/>	All Respondents:	<input type="text" value="3.97"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="4.13"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="4.04"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="28"/>	<input type="text" value="33"/>	<input type="text" value="3"/>	<input type="text" value="1"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="43.08%"/>	<input type="text" value="50.77%"/>	<input type="text" value="4.62%"/>	<input type="text" value="1.54%"/>	<input type="text" value="Not Available"/>	<input type="text" value="Not Available"/>

**55. I am satisfied with the opportunities I have to evaluate my supervisor's performance.**

Current Score:	<input type="text" value="3.00"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.10"/>	2002 Score:	<input type="text" value="2.75"/>	All Respondents:	<input type="text" value="2.98"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.02"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="2.91"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="4"/>	<input type="text" value="10"/>	<input type="text" value="16"/>	<input type="text" value="10"/>	<input type="text" value="4"/>	<input type="text" value="21"/>
Percentage:	<input type="text" value="6.15%"/>	<input type="text" value="15.38%"/>	<input type="text" value="24.62%"/>	<input type="text" value="15.38%"/>	<input type="text" value="6.15%"/>	<input type="text" value="32.31%"/>

**56. When possible, problems are solved before they become a crisis.**

Current Score:	<input type="text" value="3.78"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.92"/>	2002 Score:	<input type="text" value="3.00"/>	All Respondents:	<input type="text" value="3.42"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.53"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.45"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="13"/>	<input type="text" value="31"/>	<input type="text" value="14"/>	<input type="text" value="5"/>	<input type="text" value="1"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="20.00%"/>	<input type="text" value="47.69%"/>	<input type="text" value="21.54%"/>	<input type="text" value="7.69%"/>	<input type="text" value="1.54%"/>	<input type="text" value="1.54%"/>



# Primary Items

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**57. We use feedback from those we serve to improve our performance.**

Current Score:	<input type="text" value="3.88"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.83"/>	2002 Score:	<input type="text" value="4.00"/>	All Respondents:	<input type="text" value="3.64"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.85"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.62"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="11"/>	<input type="text" value="32"/>	<input type="text" value="11"/>	<input type="text" value="2"/>	<input type="text" value="1"/>	<input type="text" value="8"/>
Percentage:	<input type="text" value="16.92%"/>	<input type="text" value="49.23%"/>	<input type="text" value="16.92%"/>	<input type="text" value="3.08%"/>	<input type="text" value="1.54%"/>	<input type="text" value="12.31%"/>

**58. I believe we will use the information from this survey to improve our performance.**

Current Score:	<input type="text" value="3.50"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.82"/>	2002 Score:	<input type="text" value="3.55"/>	All Respondents:	<input type="text" value="3.28"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.51"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.30"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="7"/>	<input type="text" value="23"/>	<input type="text" value="26"/>	<input type="text" value="6"/>	<input type="text" value="0"/>	<input type="text" value="3"/>
Percentage:	<input type="text" value="10.77%"/>	<input type="text" value="35.38%"/>	<input type="text" value="40.00%"/>	<input type="text" value="9.23%"/>	<input type="text" value="Not Available"/>	<input type="text" value="4.62%"/>

**59. I have regular involvement (once a month or more) in community activities or groups.**

Current Score:	<input type="text" value="3.70"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.18"/>	2002 Score:	<input type="text" value="4.09"/>	All Respondents:	<input type="text" value="3.55"/>	
Number of Respondents:	<input type="text" value="64"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.65"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.54"/>	

Response: Strongly Agree      Agree      Neutral      Disagree      Strongly Disagree      Don't Know/Not Applicable

Frequency:	<input type="text" value="15"/>	<input type="text" value="22"/>	<input type="text" value="5"/>	<input type="text" value="10"/>	<input type="text" value="2"/>	<input type="text" value="10"/>
Percentage:	<input type="text" value="23.44%"/>	<input type="text" value="34.38%"/>	<input type="text" value="7.81%"/>	<input type="text" value="15.62%"/>	<input type="text" value="3.12%"/>	<input type="text" value="15.62%"/>



## Compensation

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212 -Texas Office of Court Administration

For the following section employees are asked to indicate how strongly they agree or disagree that the statement describes their level of satisfaction with their compensation. Possible responses include: (1) Strongly Disagree, (2) Disagree, (3) Feel Neutral, (4) Agree, (5) Strongly Disagree and (6) Don't Know/ Not Applicable.

Any survey item with an average (mean) score above the neutral midpoint of "3.0" suggests that employees perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength for the organization. Conversely, scores below "3.0" are viewed more negatively by employees. Questions that receive below a "2.0" should be a significant source of concern for the organization and receive immediate attention.



# Compensation

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**60. People are paid fairly for the work they do.**

Current Score:	<input type="text" value="3.22"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="1.08"/>	2002 Score:	<input type="text" value="3.46"/>	All Respondents:	<input type="text" value="2.56"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="2.96"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="2.62"/>

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="7"/>	<input type="text" value="21"/>	<input type="text" value="18"/>	<input type="text" value="15"/>	<input type="text" value="3"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="10.77%"/>	<input type="text" value="32.31%"/>	<input type="text" value="27.69%"/>	<input type="text" value="23.08%"/>	<input type="text" value="4.62%"/>	<input type="text" value="1.54%"/>

**61. Salaries are competitive with similar jobs in the community.**

Current Score:	<input type="text" value="3.13"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="1.28"/>	2002 Score:	<input type="text" value="3.00"/>	All Respondents:	<input type="text" value="2.54"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="2.80"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="2.51"/>

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="9"/>	<input type="text" value="19"/>	<input type="text" value="15"/>	<input type="text" value="11"/>	<input type="text" value="9"/>	<input type="text" value="2"/>
Percentage:	<input type="text" value="13.85%"/>	<input type="text" value="29.23%"/>	<input type="text" value="23.08%"/>	<input type="text" value="16.92%"/>	<input type="text" value="13.85%"/>	<input type="text" value="3.08%"/>

**62. Benefits can be selected to meet individual needs.**

Current Score:	<input type="text" value="3.55"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.92"/>	2002 Score:	<input type="text" value="4.23"/>	All Respondents:	<input type="text" value="3.29"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.54"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.19"/>

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="6"/>	<input type="text" value="34"/>	<input type="text" value="15"/>	<input type="text" value="7"/>	<input type="text" value="2"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="9.23%"/>	<input type="text" value="52.31%"/>	<input type="text" value="23.08%"/>	<input type="text" value="10.77%"/>	<input type="text" value="3.08%"/>	<input type="text" value="1.54%"/>

**63. I understand my benefit plan.**

Current Score:	<input type="text" value="3.95"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>	
Standard Deviation:	<input type="text" value="0.67"/>	2002 Score:	<input type="text" value="4.08"/>	All Respondents:	<input type="text" value="3.73"/>
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.80"/>
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.68"/>

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="10"/>	<input type="text" value="45"/>	<input type="text" value="7"/>	<input type="text" value="3"/>	<input type="text" value="0"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="15.38%"/>	<input type="text" value="69.23%"/>	<input type="text" value="10.77%"/>	<input type="text" value="4.62%"/>	<input type="text" value="Not Available"/>	<input type="text" value="Not Available"/>



# Compensation

212 -Texas Office of Court Administration

**64. Benefits are comparable to those offered in other jobs.**

Current Score:	<input type="text" value="3.38"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.97"/>	2002 Score:	<input type="text" value="4.23"/>	All Respondents:	<input type="text" value="3.25"/>	
Number of Respondents:	<input type="text" value="64"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.47"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.13"/>	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="5"/>	<input type="text" value="29"/>	<input type="text" value="16"/>	<input type="text" value="11"/>	<input type="text" value="2"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="7.81%"/>	<input type="text" value="45.31%"/>	<input type="text" value="25.00%"/>	<input type="text" value="17.19%"/>	<input type="text" value="3.12%"/>	<input type="text" value="1.56%"/>

**65. My pay keeps pace with the cost of living.**

Current Score:	<input type="text" value="2.78"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.12"/>	2002 Score:	<input type="text" value="2.77"/>	All Respondents:	<input type="text" value="2.13"/>	
Number of Respondents:	<input type="text" value="65"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="2.46"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="2.10"/>	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="2"/>	<input type="text" value="21"/>	<input type="text" value="11"/>	<input type="text" value="23"/>	<input type="text" value="8"/>	<input type="text" value="0"/>
Percentage:	<input type="text" value="3.08%"/>	<input type="text" value="32.31%"/>	<input type="text" value="16.92%"/>	<input type="text" value="35.38%"/>	<input type="text" value="12.31%"/>	<input type="text" value="Not Available"/>

**66. Changes in benefits and compensation have been explained to me during the last 2 years.**

Current Score:	<input type="text" value="3.57"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.93"/>	2002 Score:	<input type="text" value="3.46"/>	All Respondents:	<input type="text" value="3.60"/>	
Number of Respondents:	<input type="text" value="64"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.84"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.53"/>	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="2"/>	<input type="text" value="42"/>	<input type="text" value="8"/>	<input type="text" value="4"/>	<input type="text" value="4"/>	<input type="text" value="4"/>
Percentage:	<input type="text" value="3.12%"/>	<input type="text" value="65.62%"/>	<input type="text" value="12.50%"/>	<input type="text" value="6.25%"/>	<input type="text" value="6.25%"/>	<input type="text" value="6.25%"/>

**67. I am satisfied with my continuing education/training opportunities**

Current Score:	<input type="text" value="3.51"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.00"/>	2002 Score:	<input type="text" value="3.62"/>	All Respondents:	<input type="text" value="3.23"/>	
Number of Respondents:	<input type="text" value="64"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3:	<input type="text" value="3.49"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10:	<input type="text" value="3.32"/>	

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="8"/>	<input type="text" value="25"/>	<input type="text" value="13"/>	<input type="text" value="10"/>	<input type="text" value="1"/>	<input type="text" value="7"/>
Percentage:	<input type="text" value="12.50%"/>	<input type="text" value="39.06%"/>	<input type="text" value="20.31%"/>	<input type="text" value="15.62%"/>	<input type="text" value="1.56%"/>	<input type="text" value="10.94%"/>



# Compensation

212 -Texas Office of Court Administration

## 68. I am satisfied with my medical insurance.

Current Score:	3.41	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.99	2002 Score:	3.69	All Respondents:	2.77	
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3:	2.98	
		1998 Score:	Not Available	Mission 1/10:	2.58	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	34	13	10	3	1
Percentage:	6.15%	52.31%	20.00%	15.38%	4.62%	1.54%

## 69. I am satisfied with my sick leave.

Current Score:	4.03	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.64	2002 Score:	4.46	All Respondents:	3.90	
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3:	4.05	
		1998 Score:	Not Available	Mission 1/10:	3.88	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	11	48	3	3	0	0
Percentage:	16.92%	73.85%	4.62%	4.62%	Not Available	Not Available

## 70. I am satisfied with my vacation.

Current Score:	4.00	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.66	2002 Score:	4.31	All Respondents:	3.92	
Number of Respondents:	65	2000 Score:	Not Available	Size Category 3:	4.00	
		1998 Score:	Not Available	Mission 1/10:	3.91	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	11	46	5	3	0	0
Percentage:	16.92%	70.77%	7.69%	4.62%	Not Available	Not Available

## 71. I am satisfied with my retirement.

Current Score:	3.55	2004 Score:	Not Available	<b>Current Benchmarks</b>		
Standard Deviation:	0.87	2002 Score:	4.00	All Respondents:	3.50	
Number of Respondents:	63	2000 Score:	Not Available	Size Category 3:	3.53	
		1998 Score:	Not Available	Mission 1/10:	3.44	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	4	35	12	8	1	3
Percentage:	6.35%	55.56%	19.05%	12.70%	1.59%	4.76%





# Compensation

212 -Texas Office of Court Administration

**72. I am satisfied with my dental insurance.**

Current Score:	2.81	2004 Score:	Not Available	<b>Current Benchmarks</b>	
Standard Deviation:	1.16	2002 Score:	2.75	All Respondents:	2.85
Number of Respondents:	64	2000 Score:	Not Available	Size Category 3:	2.93
		1998 Score:	Not Available	Mission 1/10:	2.71

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	1	19	9	15	8	12
Percentage:	1.56%	29.69%	14.06%	23.44%	12.50%	18.75%

**73. I am satisfied with my vision insurance.**

Current Score:	2.88	2004 Score:	Not Available	<b>Current Benchmarks</b>	
Standard Deviation:	0.98	2002 Score:	2.64	All Respondents:	2.93
Number of Respondents:	64	2000 Score:	Not Available	Size Category 3:	3.02
		1998 Score:	Not Available	Mission 1/10:	2.77

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	0	15	11	14	3	21
Percentage:	Not Available	23.44%	17.19%	21.88%	4.69%	32.81%

**74. I am satisfied with my holiday benefit.**

Current Score:	3.98	2004 Score:	Not Available	<b>Current Benchmarks</b>	
Standard Deviation:	0.76	2002 Score:	4.08	All Respondents:	3.86
Number of Respondents:	64	2000 Score:	Not Available	Size Category 3:	4.01
		1998 Score:	Not Available	Mission 1/10:	3.87

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	11	39	5	2	1	6
Percentage:	17.19%	60.94%	7.81%	3.12%	1.56%	9.38%

**75. I am satisfied with my Employee Assistance Program (E.A.P.).**

Current Score:	3.48	2004 Score:	Not Available	<b>Current Benchmarks</b>	
Standard Deviation:	0.69	2002 Score:	3.83	All Respondents:	3.41
Number of Respondents:	64	2000 Score:	Not Available	Size Category 3:	3.58
		1998 Score:	Not Available	Mission 1/10:	3.01

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	1	23	20	1	1	18
Percentage:	1.56%	35.94%	31.25%	1.56%	1.56%	28.12%



## Organization Wide

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212 -Texas Office of Court Administration

For the following section employees are asked to indicate how strongly they agree or disagree that the statement describes the organization as a whole. Possible responses include: (1) Strongly Disagree, (2) Disagree, (3) Feel Neutral, (4) Agree, (5) Strongly Disagree and (6) Don't Know/ Not Applicable.

Any survey item with an average (mean) score above the neutral midpoint of "3.0" suggests that employees perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength for the organization. Conversely, scores below "3.0" are viewed more negatively by employees. Questions that receive below a "2.0" should be a significant source of concern for the organization and receive immediate attention.



# Organization Wide

212 -Texas Office of Court Administration

## 76. Information and knowledge are shared openly within this organization.

Current Score:	<input type="text" value="3.07"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.06"/>	2002 Score:	<input type="text" value="2.77"/>	All Respondents:	<input type="text" value="3.07"/>	
Number of Respondents:	<input type="text" value="63"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.30"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.22"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="2"/>	<input type="text" value="23"/>	<input type="text" value="12"/>	<input type="text" value="15"/>	<input type="text" value="4"/>	<input type="text" value="7"/>
Percentage:	<input type="text" value="3.17%"/>	<input type="text" value="36.51%"/>	<input type="text" value="19.05%"/>	<input type="text" value="23.81%"/>	<input type="text" value="6.35%"/>	<input type="text" value="11.11%"/>

## 77. An effort is made to get the opinions of people throughout the organization.

Current Score:	<input type="text" value="2.85"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="1.09"/>	2002 Score:	<input type="text" value="2.92"/>	All Respondents:	<input type="text" value="2.99"/>	
Number of Respondents:	<input type="text" value="61"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.28"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.01"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="2"/>	<input type="text" value="16"/>	<input type="text" value="11"/>	<input type="text" value="18"/>	<input type="text" value="5"/>	<input type="text" value="9"/>
Percentage:	<input type="text" value="3.28%"/>	<input type="text" value="26.23%"/>	<input type="text" value="18.03%"/>	<input type="text" value="29.51%"/>	<input type="text" value="8.20%"/>	<input type="text" value="14.75%"/>

## 78. We work well with other organizations.

Current Score:	<input type="text" value="3.81"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.68"/>	2002 Score:	<input type="text" value="3.92"/>	All Respondents:	<input type="text" value="3.62"/>	
Number of Respondents:	<input type="text" value="63"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.79"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.66"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="6"/>	<input type="text" value="38"/>	<input type="text" value="14"/>	<input type="text" value="0"/>	<input type="text" value="1"/>	<input type="text" value="4"/>
Percentage:	<input type="text" value="9.52%"/>	<input type="text" value="60.32%"/>	<input type="text" value="22.22%"/>	<input type="text" value="Not Available"/>	<input type="text" value="1.59%"/>	<input type="text" value="6.35%"/>

## 79. We work well with our governing bodies (the legislature, the board, etc.).

Current Score:	<input type="text" value="3.77"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.72"/>	2002 Score:	<input type="text" value="3.85"/>	All Respondents:	<input type="text" value="3.59"/>	
Number of Respondents:	<input type="text" value="63"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.87"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.72"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="7"/>	<input type="text" value="36"/>	<input type="text" value="15"/>	<input type="text" value="3"/>	<input type="text" value="0"/>	<input type="text" value="2"/>
Percentage:	<input type="text" value="11.11%"/>	<input type="text" value="57.14%"/>	<input type="text" value="23.81%"/>	<input type="text" value="4.76%"/>	<input type="text" value="Not Available"/>	<input type="text" value="3.17%"/>



# Organization Wide

212 -Texas Office of Court Administration

**80. We work well with the public.**

Current Score:     2004 Score:     **Current Benchmarks**  
 Standard Deviation:     2002 Score:     All Respondents:   
 Number of Respondents:     2000 Score:     Size Category 3:   
 1998 Score:     Mission 1/10:

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="12"/>	<input type="text" value="34"/>	<input type="text" value="13"/>	<input type="text" value="2"/>	<input type="text" value="1"/>	<input type="text" value="1"/>
Percentage:	<input type="text" value="19.05%"/>	<input type="text" value="53.97%"/>	<input type="text" value="20.63%"/>	<input type="text" value="3.17%"/>	<input type="text" value="1.59%"/>	<input type="text" value="1.59%"/>

**81. We understand the state, local, national, and global issues that impact the organization.**

Current Score:     2004 Score:     **Current Benchmarks**  
 Standard Deviation:     2002 Score:     All Respondents:   
 Number of Respondents:     2000 Score:     Size Category 3:   
 1998 Score:     Mission 1/10:

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="7"/>	<input type="text" value="31"/>	<input type="text" value="15"/>	<input type="text" value="5"/>	<input type="text" value="1"/>	<input type="text" value="4"/>
Percentage:	<input type="text" value="11.11%"/>	<input type="text" value="49.21%"/>	<input type="text" value="23.81%"/>	<input type="text" value="7.94%"/>	<input type="text" value="1.59%"/>	<input type="text" value="6.35%"/>

**82. We know how our work impacts others in the organization.**

Current Score:     2004 Score:     **Current Benchmarks**  
 Standard Deviation:     2002 Score:     All Respondents:   
 Number of Respondents:     2000 Score:     Size Category 3:   
 1998 Score:     Mission 1/10:

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="7"/>	<input type="text" value="31"/>	<input type="text" value="12"/>	<input type="text" value="9"/>	<input type="text" value="1"/>	<input type="text" value="3"/>
Percentage:	<input type="text" value="11.11%"/>	<input type="text" value="49.21%"/>	<input type="text" value="19.05%"/>	<input type="text" value="14.29%"/>	<input type="text" value="1.59%"/>	<input type="text" value="4.76%"/>

**83. Our web site is easy to use and contains helpful information.**

Current Score:     2004 Score:     **Current Benchmarks**  
 Standard Deviation:     2002 Score:     All Respondents:   
 Number of Respondents:     2000 Score:     Size Category 3:   
 1998 Score:     Mission 1/10:

Response: Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree    Don't Know/Not Applicable

Frequency:	<input type="text" value="5"/>	<input type="text" value="36"/>	<input type="text" value="13"/>	<input type="text" value="3"/>	<input type="text" value="3"/>	<input type="text" value="3"/>
Percentage:	<input type="text" value="7.94%"/>	<input type="text" value="57.14%"/>	<input type="text" value="20.63%"/>	<input type="text" value="4.76%"/>	<input type="text" value="4.76%"/>	<input type="text" value="4.76%"/>



# Organization Wide

212 -Texas Office of Court Administration

## 84. I have a good understanding of our mission, vision, and strategic plan.

Current Score:	<input type="text" value="3.67"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.77"/>	2002 Score:	<input type="text" value="3.85"/>	All Respondents:	<input type="text" value="3.79"/>	
Number of Respondents:	<input type="text" value="63"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.92"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.89"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="6"/>	<input type="text" value="33"/>	<input type="text" value="16"/>	<input type="text" value="5"/>	<input type="text" value="0"/>	<input type="text" value="3"/>
Percentage:	<input type="text" value="9.52%"/>	<input type="text" value="52.38%"/>	<input type="text" value="25.40%"/>	<input type="text" value="7.94%"/>	<input type="text" value="Not Available"/>	<input type="text" value="4.76%"/>

## 85. I believe we communicate our mission effectively to the public.

Current Score:	<input type="text" value="3.44"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.89"/>	2002 Score:	<input type="text" value="3.46"/>	All Respondents:	<input type="text" value="3.52"/>	
Number of Respondents:	<input type="text" value="62"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.70"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.61"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="4"/>	<input type="text" value="26"/>	<input type="text" value="20"/>	<input type="text" value="5"/>	<input type="text" value="2"/>	<input type="text" value="5"/>
Percentage:	<input type="text" value="6.45%"/>	<input type="text" value="41.94%"/>	<input type="text" value="32.26%"/>	<input type="text" value="8.06%"/>	<input type="text" value="3.23%"/>	<input type="text" value="8.06%"/>

## 86. My organization encourages me to be involved in my community.

Current Score:	<input type="text" value="3.20"/>	2004 Score:	<input type="text" value="Not Available"/>	<b>Current Benchmarks</b>		
Standard Deviation:	<input type="text" value="0.99"/>	2002 Score:	<input type="text" value="3.23"/>	All Respondents:	<input type="text" value="3.22"/>	
Number of Respondents:	<input type="text" value="63"/>	2000 Score:	<input type="text" value="Not Available"/>	Size Category 3	<input type="text" value="3.37"/>	
		1998 Score:	<input type="text" value="Not Available"/>	Mission 1/10	<input type="text" value="3.07"/>	
Response:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know/Not Applicable
Frequency:	<input type="text" value="4"/>	<input type="text" value="18"/>	<input type="text" value="21"/>	<input type="text" value="9"/>	<input type="text" value="3"/>	<input type="text" value="8"/>
Percentage:	<input type="text" value="6.35%"/>	<input type="text" value="28.57%"/>	<input type="text" value="33.33%"/>	<input type="text" value="14.29%"/>	<input type="text" value="4.76%"/>	<input type="text" value="12.70%"/>



# Survey Constructs

212 -Texas Office of Court Administration

## Dimension 1: Work Group

<b>Supervisor Effectiveness</b>	<b>Construct Score = 371</b>	<b>Avg</b>	<b>S.D.</b>
20: We have an opportunity to participate in the goal setting process.		3.41	1.04
22: We seem to be working toward the same goals.		3.92	0.80
24: We are given the opportunity to do our best work.		4.12	0.85
33: We are given accurate feedback about our performance.		3.82	0.77
38: Supervisors know whether an individual's career goals are compatible with organizational goals.		3.52	0.93
47: People who challenge the status quo are valued.		3.45	1.05
51: Favoritism (special treatment) is not an issue in raises or promotions.		3.73	0.97
<b>Fairness</b>	<b>Construct Score = 389</b>	<b>Avg</b>	<b>S.D.</b>
7: My performance is evaluated fairly.		4.14	0.80
8: My supervisor is consistent when administering policies concerning employees.		4.05	0.90
23: There is a basic trust among employees and supervisors.		3.83	1.03
34: When possible, alternative work schedules (flex-time, compressed work weeks, job sharing, telecommuting) are offered to employees.		3.71	1.00
51: Favoritism (special treatment) is not an issue in raises or promotions.		3.73	0.97
<b>Team Effectiveness</b>	<b>Construct Score = 372</b>	<b>Avg</b>	<b>S.D.</b>
19: Work groups receive adequate feedback that helps improve their performance.		3.50	0.91
21: Decision making and control are given to employees doing the actual work.		3.72	0.95
23: There is a basic trust among employees and supervisors.		3.83	1.03
27: We are efficient.		3.95	0.92
29: There is a real feeling of teamwork.		3.80	1.09
48: Work groups are actively involved in making work processes more effective.		3.54	0.92
<b>Diversity</b>	<b>Construct Score = 380</b>	<b>Avg</b>	<b>S.D.</b>
9: Every employee is valued.		3.83	1.14
10: We work to attract, develop, and retain people with diverse backgrounds.		3.67	0.90
18: Work groups are trained to incorporate the opinions of each member.		3.55	0.86
49: The people I work with treat each other with respect.		4.19	0.79



# Survey Constructs

212 -Texas Office of Court Administration

## Dimension 2: Accommodations

<b>Fair Pay</b>	<b>Construct Score = 304</b>	<b>Avg</b>	<b>S.D.</b>
60: People are paid fairly for the work they do.		3.22	1.08
61: Salaries are competitive with similar jobs in the community.		3.13	1.28
65: My pay keeps pace with the cost of living.		2.78	1.12
<b>Physical Environment</b>	<b>Construct Score = 372</b>	<b>Avg</b>	<b>S.D.</b>
11: We have adequate computer resources (hardware and software).		3.71	1.15
39: We have sufficient procedures to ensure the safety of employees in the workplace.		3.58	1.05
40: Our workplace is well maintained.		3.83	0.91
41: Within my workplace, there is a feeling of community.		3.77	1.01
<b>Benefits</b>	<b>Construct Score = 362</b>	<b>Avg</b>	<b>S.D.</b>
62: Benefits can be selected to meet individual needs.		3.55	0.92
63: I understand my benefit plan.		3.95	0.67
64: Benefits are comparable to those offered in other jobs.		3.38	0.97
<b>Employment Development</b>	<b>Construct Score = 358</b>	<b>Avg</b>	<b>S.D.</b>
18: Work groups are trained to incorporate the opinions of each member.		3.55	0.86
35: Training is made available to us for personal growth and development.		3.37	1.05
36: Training is made available to us so that we can do our jobs better.		3.86	0.85
37: We have access to information about job opportunities, conferences, workshops, and training.		3.62	0.94
38: Supervisors know whether an individual's career goals are compatible with organizational goals.		3.52	0.93



# Survey Constructs

212 -Texas Office of Court Administration

## Dimension 3: Organizational Features

<b>Change Oriented</b>	<b>Construct Score = 355</b>	<b>Avg</b>	<b>S.D.</b>
15: We integrate information and act intelligently upon that information.		3.75	0.89
20: We have an opportunity to participate in the goal setting process.		3.41	1.04
46: My ideas and opinions count at work.		3.98	0.79
56: When possible, problems are solved before they become a crisis.		3.78	0.92
77: An effort is made to get the opinions of people throughout the organization.		2.85	1.09
<b>Goal Oriented</b>	<b>Construct Score = 379</b>	<b>Avg</b>	<b>S.D.</b>
3: Our goals are consistently met or exceeded.		4.05	0.74
15: We integrate information and act intelligently upon that information.		3.75	0.89
20: We have an opportunity to participate in the goal setting process.		3.41	1.04
27: We are efficient.		3.95	0.92
<b>Holographic</b>	<b>Construct Score = 365</b>	<b>Avg</b>	<b>S.D.</b>
16: The work atmosphere encourages open and honest communication.		3.73	1.07
21: Decision making and control are given to employees doing the actual work.		3.72	0.95
25: We feel a sense of pride when we tell people that we work for this organization.		4.11	0.87
30: We feel our efforts count.		3.83	0.97
41: Within my workplace, there is a feeling of community.		3.77	1.01
77: An effort is made to get the opinions of people throughout the organization.		2.85	1.09
82: We know how our work impacts others in the organization.		3.57	0.95
<b>Strategic</b>	<b>Construct Score = 383</b>	<b>Avg</b>	<b>S.D.</b>
1: We are known for the quality of service we provide.		4.10	0.80
5: We know who our customers (those we serve) are.		4.36	0.82
57: We use feedback from those we serve to improve our performance.		3.88	0.83
78: We work well with other organizations.		3.81	0.68
79: We work well with our governing bodies (the legislature, the board, etc.).		3.77	0.72
80: We work well with the public.		3.87	0.82
81: We understand the state, local, national, and global issues that impact the organization.		3.64	0.87
84: I have a good understanding of our mission, vision, and strategic plan.		3.67	0.77
85: I believe we communicate our mission effectively to the public.		3.44	0.89
<b>Quality</b>	<b>Construct Score = 399</b>	<b>Avg</b>	<b>S.D.</b>
1: We are known for the quality of service we provide.		4.10	0.80
2: We are constantly improving our services.		3.97	0.88
4: We produce high quality work that has a low rate of error.		4.27	0.81
5: We know who our customers (those we serve) are.		4.36	0.82
6: We develop services to match our customers' needs.		3.95	0.96
28: Outstanding work is recognized.		3.65	1.11
32: We have adequate resources to do our jobs.		3.66	1.00





# Survey Constructs

212 -Texas Office of Court Administration

## Dimension 4: Information

<b>Internal</b>	<b>Construct Score = 338</b>	<b>Avg</b>	<b>S.D.</b>
14: The right information gets to the right people at the right time.		3.59	0.90
19: Work groups receive adequate feedback that helps improve their performance.		3.50	0.91
76: Information and knowledge are shared openly within this organization.		3.07	1.06
<b>Availability</b>	<b>Construct Score = 365</b>	<b>Avg</b>	<b>S.D.</b>
12: Information systems are in place and accessible for me to get my job done.		3.83	0.92
14: The right information gets to the right people at the right time.		3.59	0.90
17: We feel the channels we must go through at work are reasonable.		3.66	0.85
81: We understand the state, local, national, and global issues that impact the organization.		3.64	0.87
82: We know how our work impacts others in the organization.		3.57	0.95
83: Our web site is easy to use and contains helpful information.		3.62	0.90
<b>External</b>	<b>Construct Score = 374</b>	<b>Avg</b>	<b>S.D.</b>
13: Information is shared as appropriate with other organizations.		3.81	0.84
16: The work atmosphere encourages open and honest communication.		3.73	1.07
37: We have access to information about job opportunities, conferences, workshops, and training.		3.62	0.94
50: Information is shared as appropriate with the public.		4.08	0.79
80: We work well with the public.		3.87	0.82
81: We understand the state, local, national, and global issues that impact the organization.		3.64	0.87
85: I believe we communicate our mission effectively to the public.		3.44	0.89



# Survey Constructs

212 -Texas Office of Court Administration

## Dimension 5: Personal

<b>Job Satisfaction</b>	<b>Construct Score = 384</b>	<b>Avg</b>	<b>S.D.</b>
24: We are given the opportunity to do our best work.		4.12	0.85
32: We have adequate resources to do our jobs.		3.66	1.00
42: The environment supports a balance between work and personal life.		3.87	0.88
43: The pace of the work in this organization enables me to do a good job.		3.72	0.93
<b>Time and Stress</b>	<b>Construct Score = 379</b>	<b>Avg</b>	<b>S.D.</b>
26: The amount of work I am asked to do is reasonable.		3.85	0.98
32: We have adequate resources to do our jobs.		3.66	1.00
42: The environment supports a balance between work and personal life.		3.87	0.88
45: We balance our focus on both long range and short-term goals.		3.81	0.90
<b>Burnout</b>	<b>Construct Score = 394</b>	<b>Avg</b>	<b>S.D.</b>
25: We feel a sense of pride when we tell people that we work for this organization.		4.11	0.87
30: We feel our efforts count.		3.83	0.97
31: We are encouraged to learn from our mistakes.		3.75	0.78
44: My job meets my expectations.		4.05	0.84
46: My ideas and opinions count at work.		3.98	0.79
<b>Empowerment</b>	<b>Construct Score = 380</b>	<b>Avg</b>	<b>S.D.</b>
23: There is a basic trust among employees and supervisors.		3.83	1.03
24: We are given the opportunity to do our best work.		4.12	0.85
25: We feel a sense of pride when we tell people that we work for this organization.		4.11	0.87
31: We are encouraged to learn from our mistakes.		3.75	0.78
47: People who challenge the status quo are valued.		3.45	1.05
82: We know how our work impacts others in the organization.		3.57	0.95



# Key to the Data Files (Provided in Excel format)

212 -Texas Office of Court Administration

This key can be used to interpret the layout of the  
**212 \_Org\_Items.xls, 212 \_OC1\_Items.xls, and 212 \_OC2\_Items.xls**  
 and the  
**212 \_Org\_Additional\_Items.xls, 212 \_OC1\_Additional\_Items.xls, and 212**  
**\_OC2\_Additional\_Items.xls**  
 Microsoft Excel data files found on the returned disks.

212 \_Org\_Items.xls lists the scores for each of the Survey Items for the organization as a whole. 212 \_OC1\_Items.xls lists the scores for each of the Survey Items for each of the organizational categories filled in Organization Code Box # 2. 212 \_OC2\_Items.xls lists the scores for each of the Survey Items for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Survey Item scores will appear for that category.

212 \_Org\_Additional\_Items.xls lists the scores for each of the Additional Items for the organization as a whole. 212 \_OC1\_Additional\_Items.xls lists the scores for each of the Additional Items for each of the organizational categories filled in Organization Code Box # 2. 212 \_OC2\_Additional\_Items.xls lists the scores for each of the Additional Items for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Additional Item scores will appear for that category.

**Sample Data Excerpt\*:**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	ID	NAME	ITEM_NO	ITEM_TEXT	SA_COUNT	SA_PCT	A_COUNT	A_PCT	N_COUNT	N_PCT	D_COUNT	D_PCT	SD_COUNT	SD_PCT	NA_COUNT	NA_PCT	RESPONSE_COUNT	AVG	STD_DEV	VR
2	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
3	111	Texas	1	We are	3	0.6	2	0.4	0	0	0	0	0	0	0	0	5	4.6	0.5	5
4	111	Texas	2	We are	2	0.4	1	0.2	2	0.4	0	0	0	0	0	0	5	4	0.5	5
5	111	Texas	3	Our goals	0	0	4	0.8	1	0.2	0	0	0	0	0	0	5	3.8	0.3	5

\*This is sample has been formatted to allow it to fit on one page. Actual Data Files will not have the header column formatted at a 45 degree angle and will not have a sub-header row with letters "A"-"T".

**Key:**

**A: "ID"**

This column contains either the Organization's ID number or the Organizational Category Number.

**C: "ITEM\_NO"**

This column contains the item number.

**E, G, I, K, M, O: "R\_COUNT"**

These columns contain the number of respondents who selected response "R", where R=SA (Strongly Agree), A (Agree), N (Neutral), D (Disagree), SD (Strongly Disagree), or NA (Not Applicable/Don't Know").

**Q: "RESPONSE\_COUNT"**

This column contains the total number of respondents to this item.

**S: "STD\_DEV"**

This column contains the Standard Deviation of the responses Strongly Agree through Strongly Disagree as explained in the "AVG" definition.

**B: "NAME"**

This column contains either the Organization's Name or the Organizational Category Name.

**D: "ITEM\_TEXT"**

This column contains the text of the item.

**F, H, J, L, N, P: "R\_PCT"**

These columns contain the ratios of the number of respondents who selected response "R" (defined under "R\_COUNT") to the total number of respondents for this item. Multiplying by 100 will yield the percent of respondents who selected response "R" out of the total number of respondents to this item.

**R: "AVG"**

This column contains the average score on this item. This is done by assigning values 5-1 to the responses Strongly Agree to Strongly Disagree respectively, summing these values for the item, and dividing by the total number of respondents who answered with a response Strongly Agree through Strongly Disagree.

**T: "VR"**

This column contains the number of "valid" responses; i.e. the number of respondents who selected responses Strongly Agree through Strongly Disagree. It is used as the number of respondents when computing the Average and Standard Deviation.



# Key to the Data Files

212 -Texas Office of Court Administration

This key can be used to interpret the layout of the  
**212 \_Org\_Constructs.xls, 212 \_OC1\_Constructs.xls, and 212 \_OC2\_Constructs.xls**  
 Microsoft Excel data files found on the returned disks.

212 \_Org\_Constructs.xls lists the scores for each of the Survey Constructs for the organization as a whole. 212 \_OC1\_Constructs.xls lists the scores for each of the Survey Constructs for each of the organizational categories filled in Organization Code Box # 2. 212 \_OC2\_Items.xls lists the scores for each of the Survey Constructs for each of the organizational categories filled in Organization Code Box # 3. If an Organizational Category did not have five or more respondents no Survey Construct scores will appear for that category.

## Sample Data Excerpt:

	A	B	C	D	E
1	ID	NAME	CONS_NO	CONS_NAME	SCORE
2	250	Texas State Organization	1	Effectiveness	365
3	250	Texas State Organization	2	Fairness	338
4	250	Texas State Organization	3	Effectiveness	341
5	250	Texas State Organization	4	Diversity	353
6	250	Texas State Organization	5	Fair Pay	357
7	250	Texas State Organization	6	Work Setting	392

## Key:

### A: "ID"

This column contains either the Organization's ID number or the Organizational Category Number.

### C: "CONS\_NO"

This column contains the construct number.

### E: "SCORE"

This column contains the score of the construct.

### B: "NAME"

This column contains either the Organization's Name or the Organizational Category Name.

### D: "CONS\_NAME"

This column contains the text of the constructs.



# Survey Insert

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212 -Texas Office of Court Administration

## **Organization Codes**

1. In **Code Box 1**, all employees of the Texas Office of Court Administration should fill in code **212** .

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## **Additional Items**







**Part A. Significant Issues and Trends**

The future of state court systems is being influenced by a variety of global, national, state and local economic, social, demographic and technological trends. This survey identifies some of these trends and a few of their potential implications for the courts. We need your perspectives on the relevancy, magnitude and urgency they create for the administration of justice. Some trends are already being evidenced, while others may present longer-term opportunities for the courts.

For the issue or trend noted in Rows A1 – A13, please indicate:

- your sense of **magnitude of IMPACT** the issue or trend will have on the courts,
- the **level of PRIORITY** courts should place on addressing the implications of the issue or trend, and
- **any recommendations** you may have for actions to respond to the trend.

Significant Issues and Trends	a. <u>Impact</u> on courts is or will be: (circle response)			b. <u>Priority</u> courts should give now: (circle response)		
	Low 1	Medium 2	High 3	Low 1	Medium 2	High 3
<b>A1</b> The Age of Information, Telecommunications, and Networking Technology						

**POTENTIAL IMPLICATIONS:**

- Growing public expectations that courts will use technology to become more user-friendly and easier to conduct business from remote sites.
- Reduced courthouse-centered civil litigation as e-filing and videoconferencing become more prevalent.
- Technology is moving beyond technical sophistication of many judges and court personnel thus requiring additional training.
- Increasing technical sophistication of younger staff driving demand for improved technology services.
- Need for development of data exchange functional standards.
- Increase in “joint ventures” by courts with other state, local and private entities to develop new applications and share data more readily.

**What action(s) would you recommend to respond to this trend?**

Significant Issues and Trends	Low Medium High			Low Medium High		
	1	2	3	1	2	3
<b>A2</b> Judicial Independence: Challenges for Courts						

**POTENTIAL IMPLICATIONS:**

- Growing influence of ideological litmus tests in judicial selection process.
- Potential threats to judicial independence including politicization of judicial elections.
- Difficulty in attracting and retaining a qualified judiciary.

**What action(s) would you recommend to respond to this trend?**

Significant Issues and Trends	a. <u>Impact</u> on courts is or will be: (circle response)			b. <u>Priority</u> courts should give now: (circle response)		
	Low 1	Medium 2	High 3	Low 1	Medium 2	High 3
<b>A3</b> Increasingly Divergent Expectations for the Courts' Role in Society						
<b>POTENTIAL IMPLICATIONS:</b>						
<ul style="list-style-type: none"> <li>· Rise in "problem solving" courts (drug courts, mental health courts, domestic violence and other specialized courts) has continued amidst concern regarding the role and involvement of judges in such programs.</li> <li>· Mixed public expectations: Should be "tough on crime" but also be heavily involved in collaborating with others to solve longstanding social problems.</li> <li>· Should courts offer alternative dispute resolution options in addition to the adversary process?</li> </ul>						
<b>What action(s) would you recommend to respond to this trend?</b>						
<b>A4</b> Making the Courts Elder-Ready						
<b>POTENTIAL IMPLICATIONS:</b>						
<ul style="list-style-type: none"> <li>· Increasing number of senior citizens will require adaptation of facilities, schedules and processes.</li> <li>· Need to develop specialized court dockets to address a variety of issues involving the elderly (e.g. Care of aging parents, access to medical services, intergenerational conflicts over transfers of funds, increased need for adult guardians, elder abuse).</li> </ul>						
<b>What action(s) would you recommend to respond to this trend?</b>						
<b>A5</b> Emerging Revolution in Legal Service Provision						
<b>POTENTIAL IMPLICATIONS:</b>						
<ol style="list-style-type: none"> <li>1. Need for representation for citizens who cannot pay for legal counsel.</li> <li>2. The phenomenon of more highly trained knowledge workers, used to fending for themselves, increasingly choosing to represent themselves in courts.</li> <li>3. Demand for making courts processes and procedures more understandable to the public. <ul style="list-style-type: none"> <li>o Increased action by Bar groups to secure adequate funding for indigent defense.</li> <li>o Movement to unbundled legal services.</li> </ul> </li> </ol>						
<b>What action(s) would you recommend to respond to this trend?</b>						
<b>A6</b> Courts Face Security Threats and Natural Disasters						
<b>POTENTIAL IMPLICATIONS:</b>						
<ul style="list-style-type: none"> <li>o Need to address greater security requirements for court proceedings.</li> <li>o Creation of emergency preparedness protocols.</li> <li>o Adoption of disaster recovery and business continuity plans.</li> <li>o Development of succession planning requirements.</li> </ul>						
<b>What action(s) would you recommend to respond to this trend?</b>						



Significant Issues and Trends		a. <u>Impact</u> on courts is or will be: (circle response)			b. <u>Priority</u> courts should give now: (circle response)		
<b>A7</b>	<b>Increased Demand for Justice System Performance Accountability</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
		1	2	3	1	2	3
<b>POTENTIAL IMPLICATIONS:</b>							
<ul style="list-style-type: none"> <li>o Public is requiring more user-friendly courts.</li> <li>o Increasing demand for performance measures for courts.</li> <li>o Performance measures must be transparent and convey clear, meaningful results.</li> </ul>							
<b>What action(s) would you recommend to respond to this trend?</b>							
<b>A8</b>	<b>Court as a Business Organization</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
		1	2	3	1	2	3
<b>POTENTIAL IMPLICATIONS:</b>							
<ul style="list-style-type: none"> <li>o Reevaluation of workload measures and applications of weights/credit for complexity in staffing models.</li> <li>o Need to develop business plans and program evaluations.</li> <li>o Increasing administrative sophistication in courts drives need for specialized staff and skills.</li> <li>o Retirement of experienced trial court workforce members is resulting in gaps in institutional knowledge.</li> <li>o Need to improve court management expertise.</li> <li>o Ensuring a customer-focus service approach.</li> </ul>							
<b>What action(s) would you recommend to respond to this trend?</b>							
<b>A9</b>	<b>Tight Budgets for State Governments and Courts</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
		1	2	3	1	2	3
<b>POTENTIAL IMPLICATIONS:</b>							
<ul style="list-style-type: none"> <li>o Fierce competition for available state dollars for essential services will continue.</li> <li>o Continued legislative interest in increasing court fees/establishing user fees to pay for services within and outside the judicial system is expected.</li> <li>o Technology demands are exceeding the courts' ability to fund.</li> <li>o Need to develop technology standards, policies and professionalism to enable IT funding comparable with Executive Branch.</li> </ul>							
<b>What action(s) would you recommend to respond to this trend?</b>							
<b>A10</b>	<b>Improving Access to Justice</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
		1	2	3	1	2	3
<b>POTENTIAL IMPLICATIONS:</b>							
<ul style="list-style-type: none"> <li>o Procedures and forms should facilitate, not deter, use of the courts by Pro Se Litigants.</li> <li>o Fees and costs for court services must be reasonable.</li> <li>o Assistance to people with language barriers or disabilities must be available.</li> <li>o Public records are readily available with due regard given to protection of privacy.</li> <li>o Implementation of electronic filing and electronic hearings and motions.</li> </ul>							
<b>What action(s) would you recommend to respond to this trend?</b>							

**Significant Issues and Trends**

a. Impact on courts is or will be: (circle response)

b. Priority courts should give now: (circle response)

A11	Increasing Complexity of Civil Litigation	Low	Medium	High	Low	Medium	High
		1	2	3	1	2	3

**POTENTIAL IMPLICATIONS:**

- o Addressing the discovery explosion particularly with regard to electronic discovery.
- o Need for judges to acquire and maintain scientific and technical literacy.
- o Improving the ease and effectiveness of jury service.
- o Management of Multi-Party Litigation
- o Dealing with borderless disputes
- o Use of scientific evidence (e.g. DNA)

**What action(s) would you recommend to respond to this trend?**

A12	Changing Nature of Families	Low	Medium	High	Low	Medium	High
		1	2	3	1	2	3

**POTENTIAL IMPLICATIONS:**

- 1.Consideration of unified family court approach.
- 2.Growing use of therapeutic justice concept.
- 3.Need to facilitate permanent placement for abused and neglected children.
- 4.Increased expectations for treatment of juveniles.
- 5.Need to identify family members and cases across jurisdictions.
- 6.Increasing demands for government and court intervention in lifestyle issues.

**What action(s) would you recommend to respond to this trend?**

A13	Courts in a Multicultural Society	Low	Medium	High	Low	Medium	High
		1	2	3	1	2	3

**POTENTIAL IMPLICATIONS:**

- Increasing number of “time-intensive” cases involving non-English speakers with diverse language skills.
- Need to secure qualified foreign language interpreters to be readily available to courts at cost-efficient rates.
- Increasing ethnic diversity while the processes, styles and orientation of the courts remain largely Anglo-American.
- Increased need to educate judges, attorneys, and court staff about cultural diversity.
- Increased need to build bridges between the courts and a variety of racial and ethnic groups.

**What action(s) would you recommend to respond to this trend?**

**A14 Please Identify Any Significant Issue or Trend Not Addressed Above**

## Part B. Evaluating NCSC Service Areas

Please indicate your *familiarity* with the NCSC and each of the service areas listed below and the *quality* of products and services provided by circling the corresponding number.

NCSC Service Area	Level of familiarity					Quality of products and services provided					Quality improving or declining?						
	Unfamiliar	Familiar				Poor	Excellent			Cannot	Declining	Stationary		Improving		Cannot	
	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?
<b>B1</b> <i>National Center for State Courts</i> (overall)	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?
<b>B2</b> <i>Direct Consulting</i> (direct assistance to courts including caseflow management reviews, facilities planning, financial systems reviews, workload staffing studies, etc.)	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?
<b>B3</b> <i>National-Scope Research</i> (projects to investigate policy and management issues, statistics, evaluative information on innovative practices, and development of performance standards)	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?
<b>B4</b> <i>Court Technology Programs</i> (including information dissemination, national technology conferences, research in emerging technologies, demonstration of applications, and development of functional standards)	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?
<b>B5</b> <i>Training and Education</i> (including national training courses, courses developed for specific courts, consulting on educational programs, distance education programs, and Court Executive Development Program)	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?
<b>B6</b> <i>Knowledge and Information Services</i> (responding to inquiries regarding courts, providing relevant and useful information via the Web site and library)	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?
<b>B7</b> <i>Association Services</i> (support for national court organizations including accounting and membership services, conference planning, public relations and communications)	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?
<b>B8</b> <i>Publications</i> (including NCSC periodicals such as the <i>Center Court</i> , <i>Examining the Work of State Courts</i> , <i>State Court Organization</i> , and <i>Jur-E-Bulletin</i> )	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?
<b>B9</b> <i>Government Relations</i> (monitoring national policy issues and legislation affecting courts, facilitating communication between state courts and the federal government, policy development)	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?
<b>B10</b> <i>International Programs</i> (providing technical assistance, consulting, education and training in foreign countries, and providing U.S. study tours for international visitors)	1	2	3	4	5	1	2	3	4	5	?	1	2	3	4	5	?

**Ideas for Improvement:**

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### Part C. Meeting Your Service Needs

In this part of the survey, the focus changes to ask specific questions about your overall needs.

**C1 List your top three needs. If you would like to explain, please use the reverse page or attach additional page(s) if necessary.**

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**C2 What kinds of new products and services could NCSC provide to meet your needs?**

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**C3 Please add any additional comments you may have that might be helpful to the President and the Board of Directors in reviewing NCSC's current programs and activities, in assessing their relevance to state courts, and in guiding the NCSC's future direction.**

Use the reverse page or attach additional page(s) if necessary.

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Please place an "X" next to the organizations or groups of which you are member.

- National Center for State Courts Board of Directors
- National Association for Court Management
- Conference of Chief Justices
- National Association of State Judicial Educators
- Conference of State Court Administrators
- National Association of Women Judges
- American Judges Association
- National College of Probate Judges
- Council of Chief Judges of Court of Appeal
- National Conference of Appellate Court Clerks
- Court Information Technology Officers Consortium
- National Conference of Metropolitan Courts
- Conference of Court Public Information Officers
- NCSC Lawyers Committee
- Other (please specify): \_\_\_\_\_

***We may wish to contact you by telephone for additional information or clarification of your responses.***

***If you are willing to be contacted, please provide your name and work telephone number:***

Name (please print) \_\_\_\_\_

Work Telephone # \_\_\_\_\_

Thank you for your assistance with the NCSC Constituent Survey. You may complete this survey online at <http://www.ncsconline.org/surveys/constituentsurvey.asp> or return the survey by February 24, 2006 via fax to (757) 564-2117 or mail to **Robert Baldwin, National Center for State Courts, 300 Newport Avenue, Williamsburg, Virginia 23185.**