

Hawaii Judiciary 20/20: Our Vision

“...to determine how the Judiciary’s mission may evolve, or should evolve, between now and the year 2020, and to determine how the Judiciary can most effectively achieve this mission.”

from the Order Establishing the Judiciary Strategic Planning Committee,
dated October 3, 2011

*Final Report of the
Judiciary Strategic
Planning Committee*



December 31, 2012

The Honorable Mark E. Recktenwald
Chief Justice of the Hawaii Supreme Court
417 S. King Street
Honolulu, Hawaii 96813

Dear Chief Justice Recktenwald:

In your order of October 3, 2011, you established the Hawaii Judiciary Strategic Planning Committee and appointed twenty-five Hawaii State Judiciary ("Judiciary") employees as members. Members were appointed from each of the judicial circuits and administrative departments and represented a variety of functions across the Judiciary. The order directed that we submit our report, including specific recommendations for action, by December 31, 2012.

Your Committee has completed its task and is pleased to present *Hawaii Judiciary 20/20: Our Vision* ("Report"). We hope that you will find value in our identification of six strategic issues and forty recommended actions in the Report. The recommended actions consist of a mix of proposals that we offer for immediate consideration and implementation and others that, we believe, warrant additional study.

Since the Report is forward-looking, our recommendations reflect a deliberate disregard for the current availability of funds. We believed it to be our task to identify issues of significance to the Judiciary, and to recommend goals for adoption and solutions for implementation over time irrespective of current budgetary conditions. We recognize, though, that you will need to take into account the reality of funding as you choose which recommendations to pursue and when to pursue them. In addition, where appropriate, you may want to communicate those recommendations to the Statewide Policy Advisory Committee.

Our Report assumes that you will begin by creating a process by which you can monitor the progress of any of the other recommendations that you find meritorious. If you believe that any of us can assist you with that process, please do not hesitate to call upon us.

Chief Justice Recktenwald
December 31, 2012
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We look forward to working with our fellow employees, members of the public, members of the Bar, and other organizations and individuals committed to enhancing the administration of justice. The people of Hawaii deserve a Judiciary that exemplifies the best of American justice. On behalf of our fellow Committee members, we commit ourselves to achieving the vision reflected in this Report.

Sincerely,

Hon. James E. Duffy
Committee Co-Chair

Hon. Lawrence M. Reifurth
Committee Co-Chair

Aileen T. Chikasuye Port

Hon. Harry P. Freitas

Anona L. Gabriel

Terri L. Gearon

Velma K. Kam

Jay A. Kawakami

Loriann M. Okita

Kathy K. Moriyama

Hon. Rhonda I. Loo

Cheryl A. Salmo

Hon. Trudy K. Senda

Kevin K. Takahashi

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Beth Tarter

Gary T. Teramae

Hon. Rom A. Trader

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Dawn G. West

Janice G. Yamada

Kari L. Yamashiro

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(Note: Appendices C and D are not available in this ADA version of the report.
To request an ADA accommodation, please call 808-539-4909.)



Introduction

The *Hawaii Judiciary 20/20: Our Vision* strategic planning process was initiated by Chief Justice Mark E. Recktenwald in October 2011. The strategic planning process was intended to be open and transparent and provide multiple opportunities for Judiciary employees, key stakeholders in the justice system, and the general public to contribute their respective visions for the future of the Hawaii State Judiciary (Judiciary).

This is a critical time for the State of Hawaii and for the Judiciary: we have endured serious budget reductions; we have sacrificed programs and services to achieve substantial economies; and we have new leadership. Our statewide, unified court system will continue to be challenged by our need to achieve both economies of scale and flexible responses to evolving conditions.

The Strategic Planning Committee (Committee) appointed by the October 3, 2011, Order of the Chief Justice (Order) was given the task of developing a recommended plan to shape the future of the Judiciary between now and 2020, consistent with the Judiciary's stated mission: "...to administer justice in an impartial, efficient and accessible manner in accordance with the law."

The Committee met twenty-one times in plenary session. The meetings were typically three hours long and involved both structured presentations and discussion among Committee members. Four full-day meetings were held on Oahu, and neighbor island Committee members flew to Oahu in order to facilitate discussion.

At the Committee's first meeting, information about past and current strategic planning

initiatives in other state judiciaries was presented, and Committee members discussed qualities, issues, and priority areas that appeared to assist judiciaries across the country achieve their respective missions. Committee members were encouraged to utilize an on-line collaboration tool to monitor the latest activity on the project, post "bright ideas," review files uploaded by support staff, and comment on drafts of work by other Committee members. Additionally, the Committee's meeting agendas and summaries were linked to the Judiciary's intranet home page so that Judiciary employees might be informed about the Committee's work.

Sub-committees and workgroups were regularly formed to address issues that arose from the full Committee's discussions. Among them were: the employee survey sub-committee, the procurement sub-committee, the employee survey analysis sub-committee, the public survey sub-committee, a security sub-committee, a technology sub-committee, a communications sub-committee, a training sub-committee, a facilities sub-committee, a staffing sub-committee, and a management culture and leadership sub-committee. Each sub-committee selected a chairperson to present the sub-committee's findings to the full Committee and to organize its meetings and prepare its written reports. Neighbor island sub-committee members participated via videoconferencing and/or teleconferencing.

The employee survey sub-committee developed and, after review and revision by the full Committee, rolled-out a comprehensive employee survey, ensuring that all Judiciary employees had an opportunity to provide input into the Committee's work. The employee

survey received an extraordinary number of responses – approximately 80% of Judiciary employees took the survey, and an impressive one-third of those provided written comments on how the Judiciary could be improved.

In response to the survey, many employees stated that they would like the opportunity to provide ongoing feedback to the Committee. The Committee responded by creating an online comment form where employees were able to communicate their thoughts and ideas with the Committee on an ongoing basis.

Preliminary statistical analysis of the employee survey results was performed by a sub-committee and indicated that the following topics were of particular interest to Judiciary employees: training; facilities; technology, including the Judiciary Information Management System (JIMS); staffing; security; and management culture and leadership. The survey analysis sub-committee then took the preliminary results and examined various cross tabulations in order to extract more detailed information from the data. The survey analysis sub-committee shared its findings with the full Committee and, after discussion, added other cross-tabulations to their survey analysis.

During the initial period of the Committee's work and at the direction of the Chief Justice, the Judiciary applied for and was awarded a technical assistance grant by the State Justice Institute to support the Strategic Planning effort. In response to a Request for Proposals advertised by the Judiciary's Procurement Office in January 2012, several contractors expressed an interest in assisting in the development of a comprehensive, statewide, strategic planning process for the Judiciary. A procurement sub-committee was formed to evaluate the proposals received, interview the

potential offerors, conduct reference checks, and make a final decision regarding the contractor selection. On March 14, 2012, the procurement sub-committee finalized their selection, and on March 20, 2012, the Notice of Award was sent to SMS Research and Marketing Services, Inc. (SMS). At the full Committee meeting on March 30th, SMS consultants were invited to examine the employee survey results and report any additional findings to the Committee.

During the late spring, facilitated meetings with both Judiciary employees and other stakeholders in each of the judicial circuits were conducted by SMS to identify major issues affecting the Judiciary's future and to hear from employees and others what actions might be considered. Summaries of these visioning sessions were shared with all Committee members. Sub-committees were formed and subsequently met with subject-matter experts regarding these and the earlier-identified areas of particular employee interest. These reports were shared with all Committee members.

In July, the entire Committee met on Oahu for a full day's discussion of the broad range of input received from Judiciary employees through the survey results, interviews with subject-matter experts, and visioning sessions conducted with employees in each of the circuits. Ideas about the Judiciary's strengths, weaknesses, opportunities, and challenges also were discussed. Although the strengths of the Judiciary, as an institution, were closely identified with its employees, significant problems also were identified, some of a long-standing nature. Many of these problems/limitations were attributed to a lack of fiscal resources; some to a lack of uniformity or standardization in the Judiciary; and others to

breakdowns in communication and institutional barriers to information sharing. Problems which seemed to suggest an institutional need to re-examine core priorities or the mission of the Judiciary were deemed to be outside the scope of the Committee.

Throughout the summer, interviews with public and private sector stakeholders in all circuits were conducted by the Committee co-chairs and by SMS. These groups and individuals had been identified by the Committee as having a recognized interest in the Judiciary's operations. Members of the Hawaii State Bar Association; union leaders; state legislators; county council members; executive branch department heads; members of Judiciary boards, commissions, or committees; social service agency heads; and others in the private sector also were invited to provide input into the strategic planning process by completing an anonymous online survey. A total of 105 "stakeholder" surveys were completed. In addition, a press release was issued and a link was included on the Judiciary's public website, inviting public response to a "general public" online survey. A total of 488 "general public" surveys were completed. The two online surveys differed in the number and kinds of questions asked.

In September, the entire Committee met again on Oahu for two full days. At these meetings, facilitated by SMS, Committee members discussed the input of external stakeholders and the general public, were presented external trends analysis by SMS, and preliminarily integrated the internal and external concerns expressed into strategic issues. The six strategic issues: access to justice; fair and timely case resolution; public understanding, trust and confidence; sound infrastructure; a strong

workforce, committed to public service; and physical/technological security and disaster preparedness were further refined by various sub-committees. It was clear from the feedback received that some of the expectations of stakeholders and the general public were not being met by the Judiciary. Again, a lack of fiscal resources could be responsible for some of the dissatisfaction with court-related services. In other instances, some of the unmet expectations might also have been addressed if the Judiciary directed more resources to informing the public about its role in the justice system and services available to court users.

The twentieth meeting of the full Committee was held November 2nd on Oahu; it was a full-day meeting during which Committee members chose the recommended actions to be included in the Committee's final report to the Chief Justice. In the process of reviewing the many worthwhile "recommended actions," and determining those to be included in the final report, the Committee was faced with the difficult task of refining the list, and as such, a number of these did not make it into the main body of the Report. Regardless, the Committee gratefully acknowledges the input provided by Judiciary employees, subject matter experts, and members of the public who took time to contribute their ideas and recommendations.

Drafting of the final report proceeded with the assistance of several Committee members; the final product received the approval of the entire Committee. The outline format of the Report should not be viewed as the Committee's prioritization of the included strategic issues and recommended actions.

The Committee is very aware of the State's still unsettled economic situation, the Judiciary's limited financial resources, ongoing budget

concerns, and projected deficits for the fiscal biennium. Many of the Committee's recommended actions have the potential to save costs, and others to provide guidance as to what is needed to more efficiently and effectively serve those seeking the Judiciary's assistance. Still others, though, will need to await funding. The Committee believes that one of the most important factors in allowing the Judiciary to fulfill its mission or to implement almost any of the recommended actions included in this Report is the availability of sufficient and stable funding.

This Report marks a milestone in the Judiciary's on-going strategic planning process and offers a number of recommended actions to guide our vision into the future.

I. Access to Justice

Hawaii's Judiciary shall strive to improve access to justice and shall continue to support, where possible, the mission of the Access to Justice Commission.

A. Make justice accessible for all.

Recommended Actions:

1. Expand and establish centers where Judiciary forms, information, and assistance navigating through the court process and system are provided to self-represented parties via technology (e.g., public access computers) or by Judiciary personnel.
2. Create additional centers where legal advice is offered by volunteer attorneys, in person, or via technology where limited demand or resources make physical centers less feasible.
3. Ensure that baseline information for each Circuit is posted on the Judiciary's internet site, available via mobile applications and in multiple languages, with sufficient guidance to assist self-represented court customers.
4. Facilitate the use of interpretation services by installing equipment in courtrooms to allow for video-based American Sign Language (ASL) interpretation and language interpretation for individuals with limited English proficiency.

B. Enhance understanding and respect for all people.

Recommended Actions:

1. Develop and implement an internal training curriculum for staff and judges, including customer service training, on cultural awareness and barriers to access to justice.
2. Provide training for staff and judges on the Hawaii State Judiciary Bias Awareness and Prevention Guide.

C. Encourage alternatives to litigation for resolving disputes.

Recommended Actions:

1. Enhance the availability of mediation and other alternative dispute resolution (ADR) programs currently offered by the Judiciary.
2. Expand the kinds of ADR methodologies available, including processes online, and expand the institutional capacity for peer mediation in schools and in state and county workplaces.

II. Fair and Timely Case Resolution

Fair and timely case resolution are essential components of the administration of justice. Due process and equal protection of the law; impartial treatment; and a system free from interest, bias, or prejudice are all necessary before the community can conclude that a case has been fairly decided. Efficient and effective resource allocation, court operations, and case scheduling; alternative dispute resolution; and the use of best practices all contribute to the timely resolution of cases.

A. Minimize delays for court customers.

Recommended Actions:

1. Establish an intra-circuit committee to identify workflows, policies, and procedures to be standardized in order to make case processing more efficient and effective.
2. Promote and enhance the use of technology for limited court appearances at the court's discretion by, for example, allowing telephone or video appearances in certain types of proceedings.
3. Establish an internal committee to review Court calendar procedures and practices, using input from court users, to ensure that court calendars provide for the most efficient disposition of cases.
4. Explore opportunities to standardize forms across circuits, where possible, using court-specific committees (judges, administrators, and court employees) to submit recommendations to the Rules Committee for review/submission to the Supreme Court.

B. Optimize the use of court time.

Recommended Actions:

1. Evaluate whether the assignment of administrative duties to Chief and Deputy Chief Judges are consistent with the effective and efficient operation of the courts and the core functions of judges.
2. Expand the Hawaii Appellate Mediation Program to include an appellate mediator position dedicated to mediating complex cases and holding mandatory case management conferences for all civil appeals, except as excluded under Rule 2, Hawaii Appellate Mediation Program Rules.
3. Create staff mediator positions at the Family Court to which Family Court cases may be referred.

III. Public Understanding, Trust, and Confidence

The integrity of the justice system relies on judicial decisions that are independent of political and other external influences and on the public's understanding and support of that system. Similarly, public trust and confidence in the system depend on the Judiciary's workforce adhering to high ethical standards, exercising professionalism and care in dealing with colleagues and court users, communicating the independent role of the Judiciary, being accountable for the use of public funds, and improving the openness and transparency of the system.

A. Increase public understanding of and confidence in the Judiciary.

Recommended Actions:

1. Dedicate additional resources to identify, create, manage, and support civic education initiatives by partnering with other public and private organizations to promote public understanding, trust, and confidence in the justice system.
2. Utilize technology, where possible, to allow probation officers to more closely monitor probationer compliance (e.g., check-in using retinal scans or fingerprints to verify a probationer's identification, and to make restitution payments).
3. Create an information center which provides advice/direction on accessing the Judiciary on multiple platforms (e.g., telephone, web, and mobile applications).

B. Enhance the Judiciary's openness and transparency to the public.

Recommended Actions:

1. Identify and share Judiciary performance standards and measures throughout the organization.
2. Consolidate statistical recordkeeping functions and create one system that would enable the Judiciary to monitor pending workload and cases and that would be reflective of the work of the courts and programs in order to establish consistent performance goals.
3. Publicize the Judiciary's performance-related measures and standards so that the public can evaluate whether the Judiciary meets performance expectations.

IV. Sound Infrastructure

Judiciary facilities and the infrastructure within which the Courts operate, including the information technology network, systems and applications, impact the public's perceptions of the Judiciary, access to justice, court performance, efficient workflow, and staff effectiveness. Judiciary facilities also have a profound impact on the natural environment. Buildings which incorporate environmentally sound practices in both construction and ongoing operations lessen the Judiciary's dependence on non-sustainable and increasingly expensive sources of energy and support the health of staff and members of the public in the Judiciary's buildings. Maintaining Judiciary facilities, updating and safeguarding technological systems, remodeling facilities as needed, and constructing new facilities require ongoing oversight, and, perhaps most importantly, budgetary resources.

A. Maintain and enhance an information technology system that supports the effective and efficient administration of justice.

Recommended Actions:

1. Ensure that the Information Technology Plan is aligned with current Judiciary strategic and operational goals and considers feedback from stakeholders.
2. Update, develop, and coordinate with the circuits and programs statewide standardized policies, operating procedures, and guidelines for the administration of information technology in the Judiciary. Ensure that these are shared with all Judiciary employees.
3. Develop and facilitate the delivery of training for end users (Judiciary employees and public users) on the Judiciary's information technology systems.

B. Ensure that Judiciary facilities support effective and efficient court operations.

Recommended Actions:

1. Ensure that the statewide Facilities Master Plan is aligned with current Judiciary strategic and operational goals taking into account accessibility, security, safety, repair, and on-going maintenance.
2. Install uniform, customer-friendly signage throughout Judiciary buildings which supports communication with all court customers.
3. Identify and pursue alternative energy solutions that can be implemented in new and existing Judiciary buildings.

V. A Strong Workforce, Committed to Public Service

Attracting and retaining a talented, diverse, and stable workforce committed to public service and the efficient and effective administration of justice is vital to promoting public trust in the justice system and increasing workplace productivity and morale. Investing in our employees through training, mentoring, and other programs is crucial to achieving a strong and appropriately-sized workforce in a constantly changing environment.

A. Ensure that staff are effectively trained to provide superior customer service.

Recommended Actions:

1. Enhance the Judicial Education Office's training budget to expand the program's ability to plan, conduct, and coordinate training statewide.
2. Continue to support the efforts of the Judicial Education Office and the Committee on Staff Education and Training to develop a comprehensive training curriculum and implementation plan for the Judiciary statewide; with an emphasis on new employee orientation, customer service, job specific training for staff, continuing education for IT staff, ethics in the workplace, professional standards of conduct, as well as management, leadership, team building, and effective communication skills for all supervisors.
3. Maximize the effective use of technology for delivering employee training and information by utilizing web conferencing, online video training, or other methods, in lieu of in-person facilitated training, with its attendant high costs and time constraints.
4. Provide cross-training opportunities, where possible, to enhance employees' knowledge and skills for possible career advancement opportunities and to enhance operational efficiency.
5. Where appropriate and effective, create standardized training manuals, with job specific curricula for employees; ensure the training manuals are accessible to employees by posting on the Judiciary intranet, where appropriate; and ensure these are regularly updated to reflect changing processes and procedures.

B. Encourage a productive workplace.

Recommended Actions:

1. Encourage employees in their efforts to live a healthy lifestyle by providing educational material including links on the Judiciary intranet site to programs available through health insurers, the American Heart Association, the American Cancer Society, and other local/national organizations.

2. Establish/formalize alternative processes (e.g., Ombuds office, workplace mediation program) for employees to resolve workplace concerns.

VI. Physical/Technological Security and Disaster Preparedness

The Judiciary has a responsibility to provide a safe and secure environment for its employees and for those who utilize its services. Natural and human-made hazards jeopardize the safety and security of occupants in Judiciary facilities as well as the integrity of information entrusted to the Judiciary. Mitigating these risks requires advance planning, employee training, and appropriate use of adequate resources.

A. Provide a safe and secure environment for the administration of justice.

Recommended Actions:

1. Use technology, where appropriate, to supplement security practices (e.g., cameras in parking facilities and in cell blocks, offsite monitoring of security systems).
2. Conduct periodic staff training and drills on emergency and security procedures.
3. Continue working with the Department of Public Safety to address each circuit's specific security needs by, among other things, implementing a Memorandum of Agreement that ensures sufficient security.

B. Ensure the continuity of court operations in the event of an emergency or disaster.

Recommended Actions:

1. Ensure that the Judiciary's Continuity of Operations Plan (COOP) is coordinated with all justice system components, is continuously assessed and updated, and is appropriately communicated to all employees.
2. Implement procedures to protect and recover the Judiciary's vital records, both electronic and hard copy, in the event of a natural or human-made emergency or disaster.
3. Conduct periodic staff training, including practice drills, on the Judiciary's COOP.

ACKNOWLEDGEMENTS

The “Hawaii Judiciary 20/20: Our Vision” Committee extends its sincere appreciation and aloha to the following individuals who contributed immensely to the development of this strategic plan to take the Hawaii Judiciary into the year 2020:

Susan A. Weber, who was appointed to the Committee by Chief Justice Recktenwald, served on the employee survey and technology sub-committees, and left the Judiciary in July, 2012.

Support staff members: Christina Uebelein, Elizabeth Kent, Mark Santoki, Monique Drew, and Dee Wakabayashi

SMS consultants: Faith Rex, James Dannemiller, and Hersh Singer

National Center for State Courts: Daniel Hall, Vice President of Court Consulting Services

Center for Alternative Dispute Resolution staff: Nadine Grace

Planning & Program Evaluation Office staff: Dan Seto, Serene Chew, and Nancy Ralston

Human Resources staff: Wade Hiraishi, Diane Takushi, and Byron Sasaki

IT staff: Daron Shimabukuro (1st Circuit), Vance Wakakuwa (2nd Circuit), Dean Ikioka (2nd Circuit), Thomas Belcher (3rd Circuit), and Jayson Taniguchi (5th Circuit)

Fiscal staff: Naty Butay (administration), Terri Gearon (2nd Circuit); Colin Young (3rd Circuit); and Danette Wise (5th Circuit)

Judge Reifurth’s judicial assistant, Tammy Kaina DeCenzo

Justice Duffy’s judicial assistant, Janice Matsumoto

In addition, the Committee wishes to specially recognize and thank the Judiciary employees for their tremendous participation in the employees’ survey and focus groups, and members of the public who participated in the public surveys and public forums.

To each of you, thank you!

APPENDIX A

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IN THE SUPREME COURT OF THE STATE OF HAWAI'I

In the Matter of the Establishment of
and Appointment of Members to the

JUDICIARY STRATEGIC PLANNING COMMITTEE
(HAWAI'I JUDICIARY 20/20: OUR VISION)

ORDER ESTABLISHING THE JUDICIARY STRATEGIC PLANNING
COMMITTEE (HAWAI'I JUDICIARY 20/20: OUR VISION)
AND APPOINTING ITS MEMBERS
(By: Recktenwald, C.J.)

The Hawai'i State Judiciary has been a leader in judicial planning, instituting the first comprehensive planning program in the nation and serving as a model for other states. However, the Judiciary's most recent planning survey was completed over twelve years ago. Accordingly, now is an appropriate time to initiate a strategic planning process to map the future direction of the Judiciary.

The Judiciary's mission statement, adopted in 1996, provides: "The mission of the Judiciary as an independent branch of government is to administer justice in an impartial, efficient

and accessible manner in accordance with the Law.” The goal of the strategic planning process is to determine how this mission may evolve, or should evolve, between now and the year 2020, and to determine how the judiciary can most effectively achieve this mission.

The strategic planning process should be guided by principles of openness and inclusiveness, and should provide opportunities for judiciary employees, key stakeholders, and the public to give input that will be useful in shaping a vision for the future of the Judiciary.

Therefore,

IT IS HEREBY ORDERED that the Judiciary Strategic Planning Committee (Hawai‘i Judiciary 20/20: Our Vision) (“the Committee”) is established. The Committee is tasked with developing a recommended plan to shape the future of the Judiciary between now and 2020. The recommended plan shall be consistent with the Judiciary’s mission.

IT IS FURTHER ORDERED that the following individuals are appointed to the Committee:

The Honorable James E. Duffy, Jr.
The Honorable Lawrence M. Reifurth
Aileen T. Chikasuye Port, Esq.
The Honorable Harry P. Freitas
Anona L. Gabriel
Terri L. Gearon
Velma K. Kam
Jay A. Kawakami
The Honorable Rhonda I. Loo
Kathy K. Moriyama

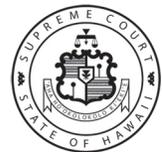
Loriann M. Okita
Cheryl A. Salmo
The Honorable Trudy K. Senda
Kevin K. Takahashi
Lillian K. Takaki, Esq.
Eric A. Tanigawa
Beth Tarter
Gary T. Teramae
The Honorable Rom A. Trader
Denise K. Villanova
The Honorable Matthew J. Viola
Susan A. Weber
Dawn G. West
Janice G. Yamada
Kari L. Yamashiro

IT IS ALSO ORDERED that the Honorable James E. Duffy, Jr. and the Honorable Lawrence M. Reifurth are designated as Co-Chairs of the Committee.

IT IS FINALLY ORDERED that the Committee shall submit a report to the Chief Justice describing the committee's vision, including specific recommendations for action, by December 31, 2012.

DATED: Honolulu, Hawai'i, October 3, 2011.

/s/ Mark E. Recktenwald
Chief Justice



APPENDIX B

Judiciary 2020 Strategic Plan Survey

I have worked at the Judiciary for:		
Answer Options	Response Percent	Response Count
0 - 5 years	31.6%	479
6- 10 years	17.7%	269
11 - 15 years	10.4%	158
16 - 20 years	13.6%	206
21+ years	26.7%	406
	<i>answered question</i>	1518
	<i>skipped question</i>	0

Judiciary 2020 Strategic Plan Survey

I work in the following county:		
Answer Options	Response Percent	Response Count
Hawaii	14.0%	213
Kauai	6.7%	102
Maui	13.8%	210
Honolulu (Oahu)	65.4%	993
	<i>answered question</i>	1518
	<i>skipped question</i>	0

Judiciary 2020 Strategic Plan Survey

I work in the following area:		
Answer Options	Response Percent	Response Count
Appellate Courts	5.3%	80
Circuit Court	28.5%	433
District Court	23.6%	358
Family Court	23.0%	349
Court Administration	5.2%	79
Administrative Departments (Admin Director, Human	14.4%	219
	<i>answered question</i>	1518
	<i>skipped question</i>	0

Judiciary 2020 Strategic Plan Survey

I am a:		
Answer Options	Response Percent	Response Count
Judge	5.6%	85
Manager or Supervisor	20.3%	308
Employee with no supervisory responsibilities	74.1%	1125
	<i>answered question</i>	1518
	<i>skipped question</i>	0

Judiciary 2020 Strategic Plan Survey

I deal with the public:		
Answer Options	Response Percent	Response Count
daily	66.5%	1010
weekly	11.6%	176
monthly	2.8%	43
rarely	19.0%	289
	<i>answered question</i>	1518
	<i>skipped question</i>	0

Judiciary 2020 Strategic Plan Survey

The major duties of my position are performed:		
Answer Options	Response Percent	Response Count
in a courtroom	20.0%	304
at a public service counter	13.2%	200
in another area	66.8%	1014
	<i>answered question</i>	1518
	<i>skipped question</i>	0

Judiciary 2020 Strategic Plan Survey

Please indicate how strongly you agree or disagree with each of the following statements by marking the appropriate choice to the right of each statement. Please respond to the best of your knowledge and from your own perspective. Your responses will be used by the Judiciary to determine how it can most effectively achieve its mission between now and the year 2020.

Answer Options	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I believe institutional knowledge (e.g., facts,	272	718	163	197	58	2.33	1408
I believe the facilities and services in my building are	349	744	132	115	70	2.16	1410
I believe I am held accountable for my work.	779	564	43	17	8	1.52	1411
I believe the people I work with are open to change.	183	572	270	281	102	2.68	1408
I believe my workplace is successful in providing access	242	701	328	111	25	2.27	1407
I believe the Judiciary encourages innovative thinking.	153	492	349	294	117	2.81	1405
<i>answered question</i>							1417
<i>skipped question</i>							101

Judiciary 2020 Strategic Plan Survey

Please indicate how strongly you agree or disagree with each of the following statements by marking the appropriate choice to the right of each statement. Please respond to the best of your knowledge and from your own perspective. Your responses will be used by the Judiciary to determine how it can most effectively achieve its mission between now and the year 2020.

Answer Options	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I believe sufficient information about the Judiciary and its	119	688	250	283	53	2.61	1393
I believe employees in my workplace conduct	277	672	174	197	72	2.36	1392
I believe information covering what to expect when you	578	665	117	27	9	1.73	1396
I believe Judiciary Information Management System	109	487	591	141	57	2.68	1385
I believe procedures and policies among the different	56	246	390	443	246	3.42	1381
My building's facilities are in need of repair.	599	317	164	219	94	2.20	1393
						<i>answered question</i>	1399
						<i>skipped question</i>	119

Judiciary 2020 Strategic Plan Survey

Please indicate how strongly you agree or disagree with each of the following statements by marking the appropriate choice to the right of each statement. Please respond to the best of your knowledge and from your own perspective. Your responses will be used by the Judiciary to determine how it can most effectively achieve its mission between now and the year 2020.

Answer Options	Strongly Agree	Agree	Neutral/Not Applicable	Rating Average	Response Count
I know how to access resources to address language	155	676	318	2.46	1369
I believe "customers" include other Judiciary employees.	390	700	175	2.01	1368
I believe the Judiciary is staffed with professionals who	162	594	244	2.67	1373
I know how to provide guidance to the public/court users	368	734	220	1.98	1373
I recognize my responsibility to uphold the public trust	758	562	48	1.49	1374
I believe employees in my workplace follow up on	354	673	146	2.18	1376
				<i>answered question</i>	1380
				<i>skipped question</i>	138

Judiciary 2020 Strategic Plan Survey

Please indicate how strongly you agree or disagree with each of the following statements by marking the appropriate choice to the right of each statement. Please respond to the best of your knowledge and from your own perspective. Your responses will be used by the Judiciary to determine how it can most effectively achieve its mission between now and the year 2020.

Answer Options	Strongly Agree	Agree	Neutral/Not Applicable	Strongly Disagree	Rating Average	Response Count
I am encouraged to look for ways to improve processes	256	576	218	97	2.49	1355
I believe information is available to the public/court users	129	713	313	27	2.46	1359
I believe standard operating procedures are adequately	117	523	265	128	2.87	1357
Customer service is highly valued in my workplace.	353	640	223	37	2.14	1359
I believe the Judiciary responds to concerns raised by	184	641	360	46	2.41	1354
I believe the Judiciary is responsive to the cultural and	196	703	331	22	2.29	1349
					<i>answered question</i>	1363
					<i>skipped question</i>	155

Judiciary 2020 Strategic Plan Survey

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Answer Options	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average
I believe staff are mentored appropriately.	95	495	258	342	150	2.97
I believe the technology acquired by the Judiciary is	118	604	252	270	97	2.72
I believe there is public trust and confidence in the	112	603	350	218	61	2.64
I am able to take advantage of training opportunities	173	581	297	209	83	2.59
I have the resources I need to effectively do my job.	153	676	202	213	97	2.57
I believe the results of this survey will be used to make	304	551	282	139	62	2.33
						<i>answered question</i>
						<i>skipped question</i>

Judiciary 2020 Strategic Plan Survey

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Answer Options	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I believe technology is used effectively to increase the	148	702	281	153	45	2.43	1329
I believe the "Aloha Spirit" is practiced in the Judiciary.	152	632	301	187	60	2.53	1332
I know my responsibilities if there is an emergency	421	768	74	54	12	1.85	1329
I believe the Judiciary's internal website (Intranet)	320	783	158	60	11	1.99	1332
I have access to the technology that allows me to	245	716	163	140	67	2.30	1331
The technology I use in my work provides better and	191	681	275	140	42	2.37	1329
						<i>answered question</i>	1337
						<i>skipped question</i>	181

Judiciary 2020 Strategic Plan Survey

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Answer Options	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
Training opportunities are available to help me improve	111	494	313	287	123	2.86	1328
I believe the Judiciary is innovative in the use of	105	534	349	256	81	2.75	1325
I believe the Judiciary provides a safe working	180	659	177	214	98	2.54	1328
I believe the Judiciary has simplified processes when	98	541	438	198	50	2.67	1325
I feel safe at work.	248	676	189	136	75	2.33	1324
I believe the Judiciary should offer 24/7 customer support	138	325	401	350	107	2.97	1321
						<i>answered question</i>	1332
						<i>skipped question</i>	186

Judiciary 2020 Strategic Plan Survey

Please indicate how strongly you agree or disagree with each of the following statements by marking the appropriate choice to the right of each statement. Please respond to the best of your knowledge and from your own perspective. Your responses will be used by the Judiciary to determine how it can most effectively achieve its mission between now and the year 2020.

Answer Options	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I have been given essential training to perform my job.	145	655	228	229	62	2.55	1319
Court procedures are accessible to me to refer to when	127	597	355	186	52	2.57	1317
I believe technology has made case disposition more	129	586	428	132	42	2.52	1317
I believe the Judiciary utilizes technology effectively to	138	701	281	143	53	2.45	1316
I believe the Judiciary does a good job providing security	185	606	199	223	109	2.60	1322
My workplace is adequately staffed.	116	470	193	344	196	3.03	1319
<i>answered question</i>							1324
<i>skipped question</i>							194

Judiciary 2020 Strategic Plan Survey

Please indicate how strongly you agree or disagree with each of the following statements by marking the appropriate choice to the right of each statement. Please respond to the best of your knowledge and from your own perspective. Your responses will be used by the Judiciary to determine how it can most effectively achieve its mission between now and the year 2020.

Answer Options	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I have access to a computer with the appropriate	287	784	109	98	46	2.12	1324
I believe that my immediate supervisor communicates	453	525	134	126	84	2.14	1322
I believe that the Judiciary's public website (Internet)	228	773	240	57	18	2.14	1316
My immediate supervisor follows up on my suggestions	323	494	274	138	92	2.38	1321
						<i>answered question</i>	1326
						<i>skipped question</i>	192

Judiciary 2020 Strategic Plan Survey

The Judiciary's mission is to administer justice in an impartial, efficient and accessible manner in accordance with the law. Please provide any additional comments/suggestions that you may have that can be used by the Judiciary to determine how it can most effectively achieve its mission between now and the year 2020. Comments/suggestions are limited to 500 words or less.

Answer Options	Response Count
	553
<i>answered question</i>	553
<i>skipped question</i>	965