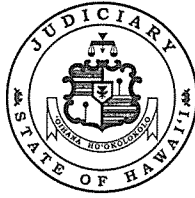


Hawaii Judiciary 20/20: Our Vision

“...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").

The committee received substantial input and considered recommendations from a broad cross-section of people interested in various aspects of the Judiciary. We found significant merit in many of the recommendations, but believed it necessary to address only a limited number in the Report in order to make the document of more practical use to you. 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.

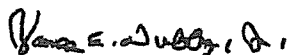
Since the Report is forward-looking, our recommendations reflect a deliberate disregard for the current availability of funds. We believed it to be our task to identify issues of significance to the Judiciary, and to recommend goals for adoption and solutions for implementation over time irrespective 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
Page 2

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

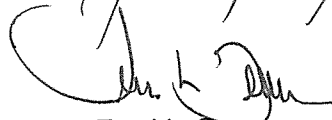


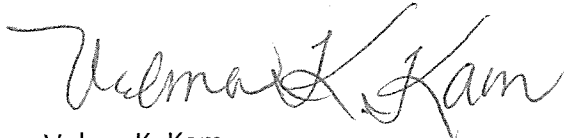
Hon. Lawrence M. Reifurth
Committee Co-Chair


Aileen T. Chikasuye Port


Hon. Harry P. Freitas


Anona L. Gabriel



Terri L. Gearon


Velma K. Kam

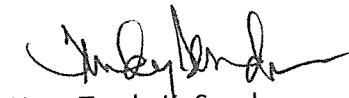

Jay A. Kawakami

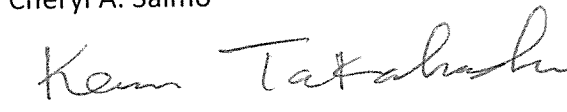

Loriann M. Okita


Kathy K. Moriyama


Hon. Rhonda I. Loo


Cheryl A. Salmo



Hon. Trudy K. Senda



Kevin K. Takahashi



Lillian K. Takaki


Eric A. Tanigawa

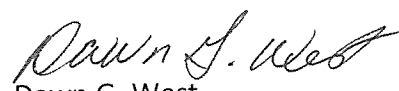

Beth Tarter



Gary T. Teramae



Hon. Rom A. Trader


Denise K. Villanova


Hon. Matthew J. Viola

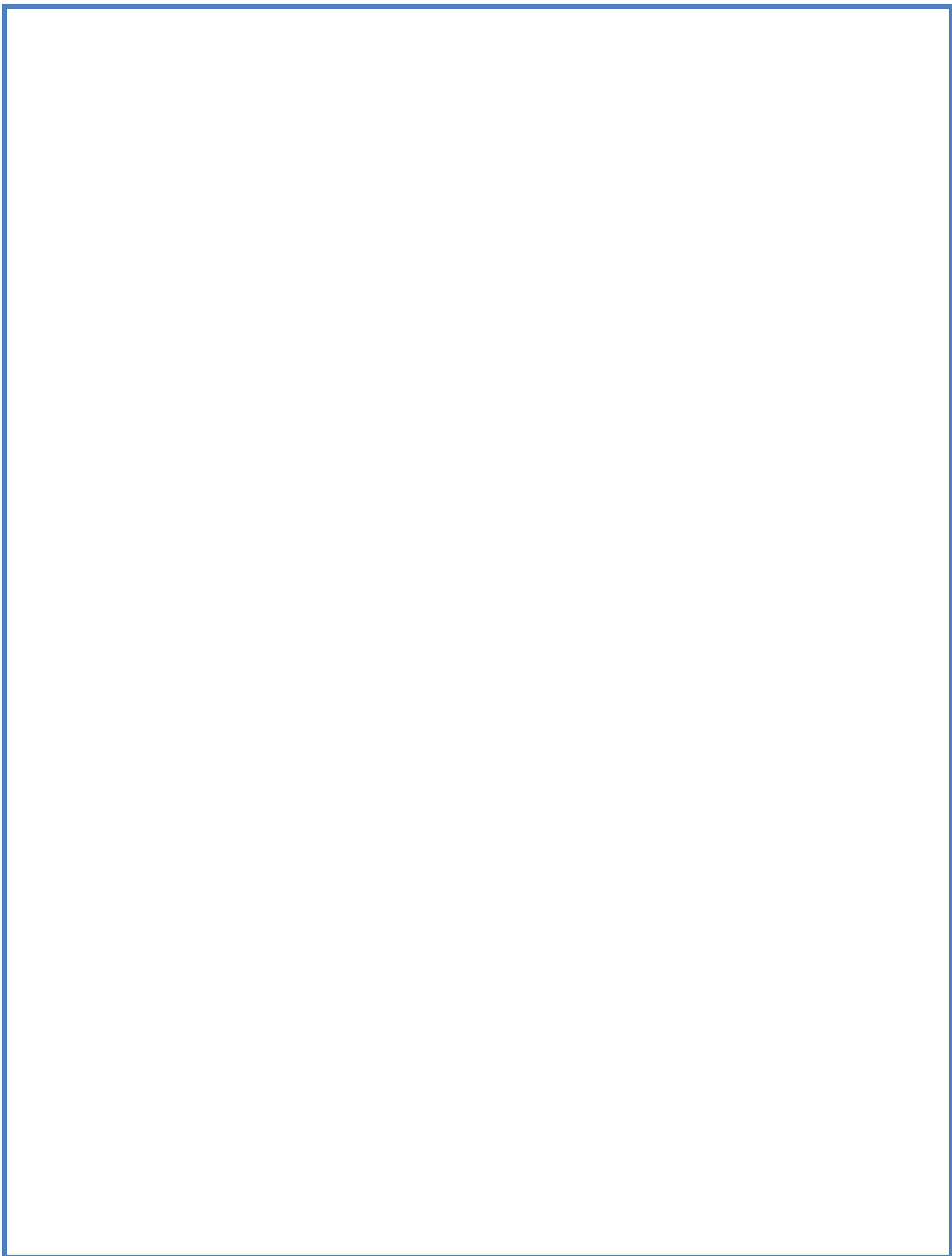

Dawn G. West


Janice G. Yamada


Kari L. Yamashiro

CONTENTS

	Page
I. Introduction	1
II. Strategic Issues and Recommended Actions	5
Access to Justice	5
Fair and Timely Case Resolution	6
Public Understanding, Trust, and Confidence	7
Sound Infrastructure	8
A Strong Workforce, Committed to Public Service	9
Physical /Technological Security and Disaster Preparedness	10
III. Acknowledgements	11
	<u>Appendix</u>
Order Establishing the Judiciary Strategic Planning Committee (Hawaii Judiciary 20/20: Our Vision) and Appointing Its Members	A
Employee Survey Instrument and Statistical Results	B
Stakeholder Survey Instrument and Statistical Results	C
General Population Survey Instrument and Statistical Results	D



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

**Electronically Filed
Supreme Court
SCMF-11-0000719
03-OCT-2011
11:20 AM**

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

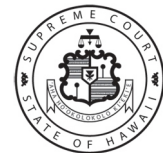
Loriann M. Okita
Cheryl A. Salmo
The Honorable Trudy K. Senda
Kevin K. Takahashi
Lillian K. Takaki, Esq.
Eric A. Tanigawa
Beth Tarter
Gary T. Teramae
The Honorable Rom A. Trader
Denise K. Villanova
The Honorable Matthew J. Viola
Susan A. Weber
Dawn G. West
Janice G. Yamada
Kari L. Yamashiro

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

Completing the following survey will provide the Judiciary with your valued opinion which will be used to determine how the Judiciary can most effectively achieve its mission between now and the year 2020. This anonymous survey, which consists largely of multiple choice questions, will take approximately 30 minutes of your time and should be completed in one session. Further, while the multiple choice questions focus on specific subject areas, you have an opportunity at the end of the survey to provide any comments/suggestions on other areas which may assist the Judiciary with achieving its mission.

Should you require technical assistance, please contact Mark Santoki, Communications and Community Relations Officer at x4914.

Your time and efforts are appreciated.

***I have worked at the Judiciary for:**

- 0 – 5 years
- 6– 10 years
- 11 – 15 years
- 16 – 20 years
- 21+ years

***I work in the following county:**

- Hawaii
- Kauai
- Maui
- Honolulu (Oahu)

***I work in the following area:**

- Appellate Courts
- Circuit Court
- District Court
- Family Court
- Court Administration
- Administrative Departments (Admin Director, Human Resources, ICRD, Policy & Planning, Support Services)

Judiciary 2020 Strategic Plan Survey

***I am a:**

- Judge
- Manager or Supervisor
- Employee with no supervisory responsibilities

***I deal with the public:**

- daily
- weekly
- monthly
- rarely

***The major duties of my position are performed:**

- in a courtroom
- at a public service counter
- in another area

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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree
I believe institutional knowledge (e.g., facts, experiences, and “know-how”) about my workplace is shared among staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the facilities and services in my building are accessible to the public/court users with disabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe I am held accountable for my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the people I work with are open to change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe my workplace is successful in providing access to the public/court users with limited English proficiency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary encourages innovative thinking.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree
I believe sufficient information about the Judiciary and its programs is available to staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe employees in my workplace conduct themselves in a professional manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe information covering what to expect when you come to court should be available to the public/court users in various formats.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe Judiciary Information Management System (JIMS) provides better and more efficient delivery of services to the public/court users.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe procedures and policies among the different courthouses and circuits are standardized.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My building's facilities are in need of repair.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree
I know how to access resources to address language issues presented by the public/court users.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe "customers" include other Judiciary employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary is staffed with professionals who treat everyone with respect and dignity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how to provide guidance to the public/court users without providing legal advice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I recognize my responsibility to uphold the public trust accorded to my position.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe employees in my workplace follow up on requests for information in a timely manner to other Judiciary employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree
I am encouraged to look for ways to improve processes and procedures in my workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe information is available to the public/court users to assist them with their Judiciary experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe standard operating procedures are adequately documented and shared with staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer service is highly valued in my workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary responds to concerns raised by the public/court users.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary is responsive to the cultural and social diversity of the public/court users.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree
I believe staff are mentored appropriately.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the technology acquired by the Judiciary is based on the operational needs of my workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe there is public trust and confidence in the Judiciary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to take advantage of training opportunities offered by the Judiciary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the resources I need to effectively do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the results of this survey will be used to make the Judiciary a better place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree
I believe technology is used effectively to increase the public's/court users' access to the Judiciary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the "Aloha Spirit" is practiced in the Judiciary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know my responsibilities if there is an emergency evacuation of the building where I work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary's internal website (Intranet) provides useful and relevant information for its employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have access to the technology that allows me to complete my work in a timely and efficient manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The technology I use in my work provides better and more efficient delivery of services to the public/court users.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree
Training opportunities are available to help me improve my job skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary is innovative in the use of technology.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary provides a safe working environment for employees in my building.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary has simplified processes when appropriate to make it easier for the public/court users.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary should offer 24/7 customer support to the public/court users.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree
I have been given essential training to perform my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Court procedures are accessible to me to refer to when doing my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe technology has made case disposition more efficient.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary utilizes technology effectively to provide information to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the Judiciary does a good job providing security for its employees in my building.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My workplace is adequately staffed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

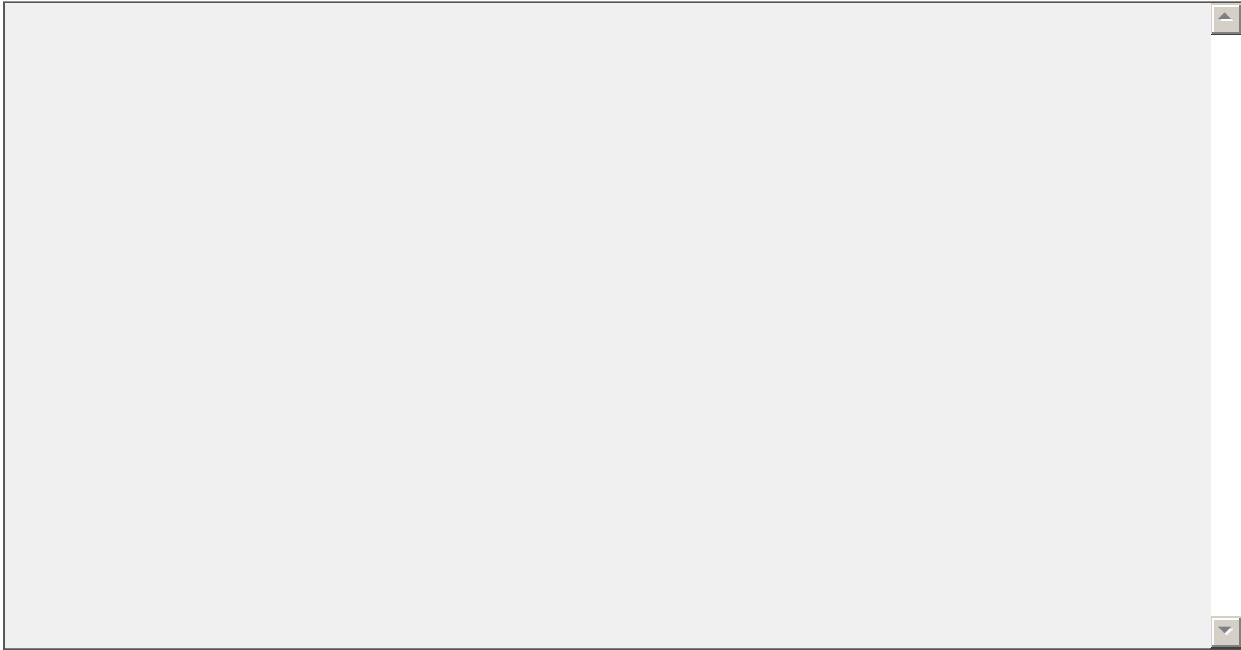
Judiciary 2020 Strategic Plan Survey

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.


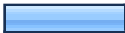



	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree
I have access to a computer with the appropriate software to do my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that my immediate supervisor communicates important information to me in a timely manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the Judiciary's public website (Internet) provides useful and relevant information for the public/court users.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My immediate supervisor follows up on my suggestions for improvements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Judiciary 2020 Strategic Plan Survey




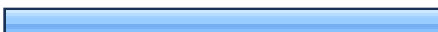
The Judiciary's mission is to administer justice in an impartial, efficient and accessible manner in accordance with the law. Please provide any additional comments/suggestions that you may have that can be used by the Judiciary to determine how it can most effectively achieve its mission between now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









1. I have worked at the Judiciary for:

		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
		answered question	1,518
		skipped question	0




2. I work in the following county:

		Response Percent	Response Count
Hawaii		14.0%	213
Kauai		6.7%	102
Maui		13.8%	210
Honolulu (Oahu)		65.4%	993
		answered question	1,518
		skipped question	0





3. I work in the following area:

		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 Resources, ICRD, Policy & Planning, Support Services)		14.4%	219
		answered question	1,518
		skipped question	0



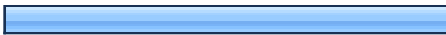
4. I am a:

		Response Percent	Response Count
Judge		5.6%	85
Manager or Supervisor		20.3%	308
Employee with no supervisory responsibilities		74.1%	1,125
		answered question	1,518
		skipped question	0

5. I deal with the public:

		Response Percent	Response Count
daily		66.5%	1,010
weekly		11.6%	176
monthly		2.8%	43
rarely		19.0%	289
answered question			1,518
skipped question			0

6. The major duties of my position are performed:

		Response Percent	Response Count
in a courtroom		20.0%	304
at a public service counter		13.2%	200
in another area		66.8%	1,014
answered question			1,518
skipped question			0

7. 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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I believe institutional knowledge (e.g., facts, experiences, and “know-how”) about my workplace is shared among staff.	19.3% (272)	51.0% (718)	11.6% (163)	14.0% (197)	4.1% (58)	2.33	1,408
I believe the facilities and services in my building are accessible to the public/court users with disabilities.	24.8% (349)	52.8% (744)	9.4% (132)	8.2% (115)	5.0% (70)	2.16	1,410
I believe I am held accountable for my work.	55.2% (779)	40.0% (564)	3.0% (43)	1.2% (17)	0.6% (8)	1.52	1,411
I believe the people I work with are open to change.	13.0% (183)	40.6% (572)	19.2% (270)	20.0% (281)	7.2% (102)	2.68	1,408
I believe my workplace is successful in providing access to the public/court users with limited English proficiency.	17.2% (242)	49.8% (701)	23.3% (328)	7.9% (111)	1.8% (25)	2.27	1,407
I believe the Judiciary encourages innovative thinking.	10.9% (153)	35.0% (492)	24.8% (349)	20.9% (294)	8.3% (117)	2.81	1,405
					answered question		1,417
					skipped question		101

8. 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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I believe sufficient information about the Judiciary and its programs is available to staff.	8.5% (119)	49.4% (688)	17.9% (250)	20.3% (283)	3.8% (53)	2.61	1,393
I believe employees in my workplace conduct themselves in a professional manner.	19.9% (277)	48.3% (672)	12.5% (174)	14.2% (197)	5.2% (72)	2.36	1,392
I believe information covering what to expect when you come to court should be available to the public/court users in various formats.	41.4% (578)	47.6% (665)	8.4% (117)	1.9% (27)	0.6% (9)	1.73	1,396
I believe Judiciary Information Management System (JIMS) provides better and more efficient delivery of services to the public/court users.	7.9% (109)	35.2% (487)	42.7% (591)	10.2% (141)	4.1% (57)	2.68	1,385
I believe procedures and policies among the different courthouses and circuits are standardized.	4.1% (56)	17.8% (246)	28.2% (390)	32.1% (443)	17.8% (246)	3.42	1,381
My building's facilities are in need of repair.	43.0% (599)	22.8% (317)	11.8% (164)	15.7% (219)	6.7% (94)	2.20	1,393
answered question							1,399
skipped question							119

9. 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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I know how to access resources to address language issues presented by the public/court users.	11.3% (155)	49.4% (676)	23.2% (318)	13.8% (189)	2.3% (31)	2.46	1,369
I believe "customers" include other Judiciary employees.	28.5% (390)	51.2% (700)	12.8% (175)	6.2% (85)	1.3% (18)	2.01	1,368
I believe the Judiciary is staffed with professionals who treat everyone with respect and dignity.	11.8% (162)	43.3% (594)	17.8% (244)	20.3% (279)	6.8% (94)	2.67	1,373
I know how to provide guidance to the public/court users without providing legal advice.	26.8% (368)	53.5% (734)	16.0% (220)	2.8% (39)	0.9% (12)	1.98	1,373
I recognize my responsibility to uphold the public trust accorded to my position.	55.2% (758)	40.9% (562)	3.5% (48)	0.3% (4)	0.1% (2)	1.49	1,374
I believe employees in my workplace follow up on requests for information in a timely manner to other Judiciary employees.	25.7% (354)	48.9% (673)	10.6% (146)	11.1% (153)	3.6% (50)	2.18	1,376
answered question							1,380
skipped question							138

10. 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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I am encouraged to look for ways to improve processes and procedures in my workplace.	18.9% (256)	42.5% (576)	16.1% (218)	15.4% (208)	7.2% (97)	2.49	1,355
I believe information is available to the public/court users to assist them with their Judiciary experience.	9.5% (129)	52.5% (713)	23.0% (313)	13.0% (177)	2.0% (27)	2.46	1,359
I believe standard operating procedures are adequately documented and shared with staff.	8.6% (117)	38.5% (523)	19.5% (265)	23.9% (324)	9.4% (128)	2.87	1,357
Customer service is highly valued in my workplace.	26.0% (353)	47.1% (640)	16.4% (223)	7.8% (106)	2.7% (37)	2.14	1,359
I believe the Judiciary responds to concerns raised by the public/court users.	13.6% (184)	47.3% (641)	26.6% (360)	9.1% (123)	3.4% (46)	2.41	1,354
I believe the Judiciary is responsive to the cultural and social diversity of the public/court users.	14.5% (196)	52.1% (703)	24.5% (331)	7.2% (97)	1.6% (22)	2.29	1,349
						answered question	1,363
						skipped question	155

11. 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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I believe staff are mentored appropriately.	7.1% (95)	36.9% (495)	19.3% (258)	25.5% (342)	11.2% (150)	2.97	1,340
I believe the technology acquired by the Judiciary is based on the operational needs of my workplace.	8.8% (118)	45.0% (604)	18.8% (252)	20.1% (270)	7.2% (97)	2.72	1,341
I believe there is public trust and confidence in the Judiciary.	8.3% (112)	44.9% (603)	26.0% (350)	16.2% (218)	4.5% (61)	2.64	1,344
I am able to take advantage of training opportunities offered by the Judiciary.	12.9% (173)	43.3% (581)	22.1% (297)	15.6% (209)	6.2% (83)	2.59	1,343
I have the resources I need to effectively do my job.	11.4% (153)	50.4% (676)	15.1% (202)	15.9% (213)	7.2% (97)	2.57	1,341
I believe the results of this survey will be used to make the Judiciary a better place to work.	22.7% (304)	41.2% (551)	21.1% (282)	10.4% (139)	4.6% (62)	2.33	1,338
answered question							1,349
skipped question							169

12. 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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I believe technology is used effectively to increase the public's/court users' access to the Judiciary.	11.1% (148)	52.8% (702)	21.1% (281)	11.5% (153)	3.4% (45)	2.43	1,329
I believe the "Aloha Spirit" is practiced in the Judiciary.	11.4% (152)	47.4% (632)	22.6% (301)	14.0% (187)	4.5% (60)	2.53	1,332
I know my responsibilities if there is an emergency evacuation of the building where I work.	31.7% (421)	57.8% (768)	5.6% (74)	4.1% (54)	0.9% (12)	1.85	1,329
I believe the Judiciary's internal website (Intranet) provides useful and relevant information for its employees.	24.0% (320)	58.8% (783)	11.9% (158)	4.5% (60)	0.8% (11)	1.99	1,332
I have access to the technology that allows me to complete my work in a timely and efficient manner.	18.4% (245)	53.8% (716)	12.2% (163)	10.5% (140)	5.0% (67)	2.30	1,331
The technology I use in my work provides better and more efficient delivery of services to the public/court users.	14.4% (191)	51.2% (681)	20.7% (275)	10.5% (140)	3.2% (42)	2.37	1,329
					answered question		1,337
					skipped question		181

13. 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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
Training opportunities are available to help me improve my job skills.	8.4% (111)	37.2% (494)	23.6% (313)	21.6% (287)	9.3% (123)	2.86	1,328
I believe the Judiciary is innovative in the use of technology.	7.9% (105)	40.3% (534)	26.3% (349)	19.3% (256)	6.1% (81)	2.75	1,325
I believe the Judiciary provides a safe working environment for employees in my building.	13.6% (180)	49.6% (659)	13.3% (177)	16.1% (214)	7.4% (98)	2.54	1,328
I believe the Judiciary has simplified processes when appropriate to make it easier for the public/court users.	7.4% (98)	40.8% (541)	33.1% (438)	14.9% (198)	3.8% (50)	2.67	1,325
I feel safe at work.	18.7% (248)	51.1% (676)	14.3% (189)	10.3% (136)	5.7% (75)	2.33	1,324
I believe the Judiciary should offer 24/7 customer support to the public/court users.	10.4% (138)	24.6% (325)	30.4% (401)	26.5% (350)	8.1% (107)	2.97	1,321
answered question							1,332
skipped question							186

14. 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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I have been given essential training to perform my job.	11.0% (145)	49.7% (655)	17.3% (228)	17.4% (229)	4.7% (62)	2.55	1,319
Court procedures are accessible to me to refer to when doing my work.	9.6% (127)	45.3% (597)	27.0% (355)	14.1% (186)	3.9% (52)	2.57	1,317
I believe technology has made case disposition more efficient.	9.8% (129)	44.5% (586)	32.5% (428)	10.0% (132)	3.2% (42)	2.52	1,317
I believe the Judiciary utilizes technology effectively to provide information to me.	10.5% (138)	53.3% (701)	21.4% (281)	10.9% (143)	4.0% (53)	2.45	1,316
I believe the Judiciary does a good job providing security for its employees in my building.	14.0% (185)	45.8% (606)	15.1% (199)	16.9% (223)	8.2% (109)	2.60	1,322
My workplace is adequately staffed.	8.8% (116)	35.6% (470)	14.6% (193)	26.1% (344)	14.9% (196)	3.03	1,319
answered question							1,324
skipped question							194

15. 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.

	Strongly Agree	Agree	Neutral/Not Applicable	Disagree	Strongly Disagree	Rating Average	Response Count
I have access to a computer with the appropriate software to do my job.	21.7% (287)	59.2% (784)	8.2% (109)	7.4% (98)	3.5% (46)	2.12	1,324
I believe that my immediate supervisor communicates important information to me in a timely manner.	34.3% (453)	39.7% (525)	10.1% (134)	9.5% (126)	6.4% (84)	2.14	1,322
I believe that the Judiciary's public website (Internet) provides useful and relevant information for the public/court users.	17.3% (228)	58.7% (773)	18.2% (240)	4.3% (57)	1.4% (18)	2.14	1,316
My immediate supervisor follows up on my suggestions for improvements.	24.5% (323)	37.4% (494)	20.7% (274)	10.4% (138)	7.0% (92)	2.38	1,321
						answered question	1,326
						skipped question	192

16. 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.

	Response Count
	553
answered question	553
skipped question	965

APPENDIX C



Judiciary Stakeholder E- Survey

Thank you for agreeing to complete this survey to contribute to the Hawai'i State Judiciary 20/10 Strategic Plan process. You have been identified as a key member of the community who might provide insight into the current state of the Judiciary and guidance about where it should focus its attention and emphasis as it evolves over the next decade. This should take no more than 15 minutes to complete. Survey results will be aggregated before sharing with the Judiciary and will remain confidential.

1. **What is your experience with the Hawai'i State Judiciary (please provide specific examples if possible)?**
2. **What do you understand to be the central mission or role of the Hawai'i State Judiciary?**
3. **What is the Judiciary doing well?**
4. **What changes should the Judiciary make?**
5. **Which section of the Hawai'i State Judiciary do you interact with the most?**
 - a. The Supreme Court
 - b. Intermediate Court of Appeals
 - c. Land Court
 - d. Tax Appeals Court
 - e. Circuit Court
 - f. Family Court
 - g. District Court
 - h. Court Administration
 - i. Other: _____
6. **How well does the section you interact with the most function? How does it need to change?**
7. **What will be the biggest challenges to face the Hawai'i State Judiciary over the next decade?**
8. **In light of those challenges, where should the Hawai'i State Judiciary focus its attention over the next decade?**
9. **Are there segments in the State, for example -- geographic or demographic -- that should receive more or less attention from the Hawai'i State Judiciary in the future?**
10. **Are there areas of specialization or groups of constituents that should receive more or less attention from the Hawai'i State Judiciary in the future?**
11. **Do you have any recommendations that you would like to see the Hawai'i State Judiciary adopt as goals to achieve over the next decade?**
12. **Is there anything else that you would like to add?**
13. **Please select the type of organization in which you work or to which you belong:**
 - a. Business
 - b. County Government
 - c. Executive Branch
 - d. General Public
 - e. Government Attorney

- f. Judiciary Commission or Board
- g. Labor Organization
- h. Legislative Branch
- i. Non-Profit (Management, Attorney, or Staff)
- j. Private Attorney
- k. Other: _____

14. On what island do you interact with the Hawai'i State Judiciary the most?

- a. Hawai'i
- b. Kaua'i
- c. Lana'i
- d. Maui
- e. Moloka'i
- f. O'ahu

15. How many years have you interacted with the Hawai'i State Judiciary?

- a. Less than a year
- b. 1 to 5 years
- c. 6 to 10 years
- d. 11 to 15 years
- e. 16 to 20 years
- f. More than 20 years

Mahalo for participating in this very important survey!

EXECUTIVE INTERVIEWS/STAKEHOLDER SURVEY

Executive interviews were identified as the best method to gain insight from stakeholders who interact frequently with the Judiciary.

A list of potential stakeholder interviewees was prepared by SMS and adjusted by the Support Group. Letters were sent out by Judge Reifurth and Justice Duffy to 240 individuals, inviting them to provide input into the plan via a personal interview or by completing an E-Survey with the link provided in the letter. In addition, members of the Bar Association were invited to complete the interview outline online.

SMS worked closely with the Public Input Subcommittee to draft a discussion outline for approval by the JSPC. Once approved, SMS prepared the interview content for online implementation. By the end of August 2012 nineteen personal interviews were conducted by SMS and Judge Reifurth and 81 e-surveys had been completed. Personal interviews were completed with Hawaii State legislators, the Attorney General, the Mayor of the City and County of Honolulu, the Hawaii Bar Association, County Corporation Counsels, Police Department representatives, directors of State Departments and agencies, the Legal Aid Society of Hawaii, the Honolulu Prosecuting Attorney, Public Defenders, Attorneys (2), and executive directors of non-profit agencies. The 81 individuals participating in the online survey includes 43 from Government Attorneys, Private Attorneys, and non-profit attorneys; 20 from State and County lawmakers or commissions members; and 18 business leaders. Another 179 individuals submitted partially completed online surveys. Their results were reviewed, but not included in statistical summaries of the survey.

Executive interviews are a qualitative method of gathering input. To provide the JSPC with some sense of how often certain types of observations or recommendations were offered, SMS coded and aggregated responses. The following are some of the results shared:

- 29% of stakeholders said *the best feature* of the judiciary was their "effective, efficient service"
 - 12% said the best feature was "fairness"
 - 12% said the best feature was "technology"
 - 11% said the best feature was "staff, service to public"

- Other areas mentioned: "access," "services, programs," excellent judges," "respected."
- 16% of stakeholders said the area that *needs the most improvement* was "streamlining for efficiency and justice"
 - 11% said the area that needs the most improvement was "better handling caseload"
 - 11% said the area that needs the most improvement was "more use of technology"
 - 10% said the area that needs the most improvement was "recruit, retain judges"
 - Other areas mentioned: "more, better facilities," "more, better staffing," "need more public education," "more training."
- 20% of stakeholders said the *greatest challenge* facing the judiciary was "funding"
 - 11% said the greatest challenge was "demographic, economic change"
 - 11% said the greatest challenge was "handling caseload"
 - 9% said the greatest challenge was "maintaining service to the public"
 - Other areas mentioned: "technology and tech training," finding, training staff," recruiting, retaining judges," "enhancing access," "improving facilities."
- 18% of stakeholders said the *focus of attention* should be "improve, expand technology"
 - 14% said the focus of attention should be "streamline processes, services"
 - 11% said the focus of attention should be "recruit and retain judges"
 - 8% said the focus of attention should be "provide staff training"
 - Other areas mentioned included "securing sufficient funding," "increasing collaboration," "improving facilities," "diversion of trials."

Note that more than one issues could be reported by each stakeholder. Therefore the percentages for sub-items noted above may not sum to the lead item.

APPENDIX D

Welcome to the Hawaii State Judiciary Strategic Planning website!



In October 2011, Hawaii Supreme Court Chief Justice Mark Reddenwald announced the creation of a Judiciary Strategic Planning Committee, consisting of twenty-five Judiciary employees tasked to envision the role and operation of the Judiciary over the remainder of this decade and to develop proposals to achieve that vision. The Committee will present its recommendations to the Chief Justice by the end of this year.

The objective of the planning process is to develop a report with concrete findings and recommendations on the preferred vision of the Judiciary which will be used as the foundation for the Judiciary's planning document to be entitled: *Hawai'i Judiciary 20/20: Our Vision*. The strategic planning document must be (a) consistent with the current mission of the Judiciary (i.e., "...to administer justice in an impartial, efficient, and accessible manner in accordance with law"); (b) consistent with the Judiciary's current organizational structure and management culture; and (c) responsive to quantifiable social, demographic, economic, legal, and technological changes in the State.

The strategic planning process is designed to maximize stakeholder input. Your thoughts about how the Judiciary might evolve over the decade would be most welcome. If it is convenient for you, we would greatly appreciate 15 minutes of your time to complete an E-Survey by clicking on the blue bar below.

[Participate in the Survey](#)

If you have any problems accessing the survey or questions about the survey please feel free to contact our consultant for this project, Jeff at SMS Research in Honolulu (toll free: 1-877-535-5767).



When was the last time you interacted with someone at the Hawaii State Judiciary?

- Within the last week
 - Within the last month
 - Within the last quarter
 - Within the last year
 - Over a year
 - Never
 - Not sure
-

0%

100%



[Contact Us](#)

How regularly do you interact with someone at the Hawaii State Judiciary?

At least once a week

About once a month

Several times a year

Just once

0%

100%



[Contact Us](#)

What was the nature of your last interaction with the Hawaii State Judiciary?

Juror

Received a notice for Jury Duty

Witness

Plaintiff

Defendant

Family member/friend

Attorney

Other affiliated professional

To access a court document

To pay a fine or ticket

Other

0%

100%



[Contact Us](#)

Where was your last interaction with the Hawaii State Judiciary?

- Hawaii – Hilo
 - Hawaii - Kona
 - Kauai
 - Lanai
 - Maui
 - Molokai
 - Oahu – Honolulu
 - Oahu – Kapolei
 - Oahu - Windward
-

0%

100%



[Contact Us](#)

With which court was your last interaction?

The Supreme Court

Intermediate Court of Appeals

Land Court

Tax Appeals Court

Circuit Court

Family Court (Includes divorce, adoptions)

District Court (includes traffic, small claims)

Court Administration

Other

Not sure

0%

100%



[Contact Us](#)

Overall how would you rate your experience(s) with the Judiciary?

Extremely positive

Very positive

OK

Very negative

Extremely negative

Not sure

0%

100%



[Contact Us](#)

PLEASE ANSWER THE QUESTIONS BELOW BY FILLING IN ONE BUBBLE PER LINE.

How satisfied are you with the following aspects of the Hawaii State Judiciary?

Very Satisfied Satisfied OK Dissatisfied Very Dissatisfied Don't know

- Location of courts and offices
- Parking availability
- Hours open to conduct my business
- Directional signage (wayfinding)
- Informational signage
- Reaching the person who can answer my questions
- Telephone calls are answered promptly
- Calls are returned within one business day
- Sufficient information available through the telephone
- Easy to navigate website
- Sufficient information available on website

How satisfied are you with the following about the staff of the Hawaii State Judiciary?

Very Satisfied Satisfied OK Dissatisfied Very Dissatisfied Don't know

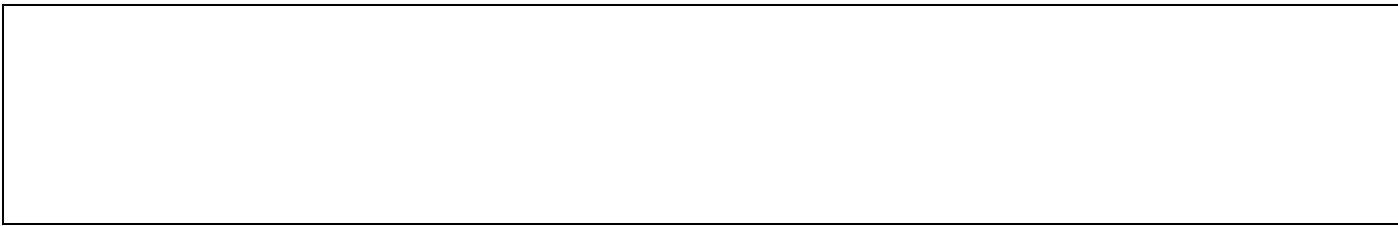
- Staff is knowledgeable
- Staff is professional
- Staff is responsive
- Staff is friendly
- Staff treats everyone with respect and dignity
- Staff is able to direct me to the right person when I call the wrong number
- Staff is able to direct me to the right person when I call the wrong office

0%

100%



[Contact Us](#)



Thank you.

How strongly do you agree or disagree with the following statements?

			Neither		
			Agree		
			or		
Strongly			Disagree	Disagree	Strongly
Agree	Agree				Don't
					know

The aloha spirit is practiced in the Hawaii State Judiciary

The Hawaii State Judiciary has sufficient translation services

The Hawaii State Judiciary is responsive to the cultural and social diversity of the public/court users

I feel safe when I'm in a Hawaii State Judiciary facility

The Hawaii State Judiciary maintains an appropriate level of security screening

The Hawaii State Judiciary's facilities and services are accessible to the public/court users with disabilities

The Hawaii State Judiciary's facilities are clean and well maintained

0%

100%



[Contact Us](#)

How strongly do you agree or disagree with the following statements?

			Neither		
			Agree		
			nor		
Strongly					Strongly
Agree	Agree	Disagree	Disagree	Disagree	Don't
					know

I believe the Hawaii State Judiciary plays an important role in the State

I respect the Hawaii State Judiciary

I trust the Hawaii State Judiciary

I have confidence in the Hawaii State Judiciary

0%

100%



[Contact Us](#)

What is your age? Is it...

- 18 to 24
 - 25 to 29
 - 30 to 34
 - 35 to 39
 - 40 to 44
 - 45 to 49
 - 50 to 54
 - 55 to 64
 - 65 to 69
 - 70 or older
-

0%

100%



[Contact Us](#)

What is your ethnic background? (check all that apply)

Caucasian

African American

Hawaiian or Part-Hawaiian

Japanese

Chinese

Filipino

Korean

Hispanic/Latino

Other

0%

100%



[Contact Us](#)

What is the highest level of education you completed?

- High school degree or less
 - Some college (including associate's degree)
 - College grad with bachelor's degree
 - Some graduate school
 - Graduate or professional degree
-

0%

100%



[Contact Us](#)

What was the total income before taxes from all sources of all employed members of this household in 2011?

Less than \$15,000

\$15,000 to \$24,999

\$25,000 to \$34,999

\$35,000 to \$49,999

\$50,000 to \$74,999

\$75,000 to \$99,999

\$100,000 to \$150,000

\$150,000 or more

0%

100%



[Contact Us](#)

How long have you lived in Hawaii?

Less than one year

1 to 5 years

6 to 10 years

11 to 20 years

More than 20 years, not lifetime

Lifetime

Other

0%

100%



[Contact Us](#)

Gender

Male

Female

0%

100%



[Contact Us](#)

What is your home zip code?

0%

100%



[Contact Us](#)

Do you have any comments you would like to share about the Hawaii State Judiciary?

0%

100%



[Contact Us](#)

Mahalo for your participation in this very important survey

0%

100%



[Contact Us](#)



General Population E- Survey –

Survey #1

Aloha. On behalf of the Hawaii State Judiciary can you please complete this **ANONYMOUS** survey? Your responses are intended to contribute to the Hawaii State Judiciary 20/20 Strategic Plan.

1. When was the last time you interacted with someone at the Hawaii State Judiciary?

- Within the last week59%
- Within the last month 16%
- Within the last quarter..... 8%
- Within the last year9%
- Over a year8%
- Never (skip to Q 10)0%
- Not sure (skip to Q 10).....0%

2. How regularly do you interact with someone at the Hawaii State Judiciary?

- At least once a week.....52%
- About once a month..... 18%
- Several times a year22%
- Just once 8%

3. What was the nature of your last interaction with the Hawaii State Judiciary?

- Juror 1%
- Received a notice for Jury Duty3%
- Witness.....1%
- Plaintiff 3%
- Defendant2%
- Family member/friend3%
- Attorney66%
- Other affiliated professional7%
- To access a court document.....5%
- To pay a fine or ticket.....1%
- Other (please describe)9%

4. Where was your last interaction with the Hawaii State Judiciary?

- Hawaii – Hilo 6%
- Hawaii – Kona 4%
- Kauai..... 5%
- Lanai 0%
- Maui 11%
- Molokai..... 0%
- Oahu – Honolulu 66%
- Oahu – Kapolei 9%
- Oahu – Windward 0%

5. With which court was your last interaction?

- The Supreme Court..... 4%
- Intermediate Court of Appeals..... 4%
- Land Court 2%
- Tax Appeals Court 0%
- Circuit Court 53%
- Family Court (Includes divorce, adoptions) 17%
- District Court (includes traffic, small claims)..... 14%
- Court Administration..... 4%
- Other 3%
- Not Sure..... 1%

6. Overall how would you rate your experience(s) with the Judiciary?

- Extremely positive..... 15%
- Very positive 37%
- OK..... 37%
- Very negative..... 6%
- Extremely negative 4%
- Not sure..... 0%

PLEASE ANSWER THE QUESTIONS BELOW BY FILLING IN ONE BUBBLE PER LINE.

7. How satisfied are you with the following aspects of the Hawaii State Judiciary?	Very Satisfied	Satisfied	OK	Dissatisfied	Very Dissatisfied	Don't know
a. Location of courts and offices	24%	42%	22%	6%	5%	1%
b. Parking availability	14%	25%	29%	16%	10%	7%
c. Hours open to conduct my business	12%	44%	33%	6%	2%	2%
d. Directional signage (wayfinding)	9%	29%	40%	10%	3%	10%
e. Informational signage	7%	29%	40%	10%	3%	11%

f. Reaching the person who can answer my questions	8%	26%	38%	15%	7%	6%
g. Telephone calls are answered promptly	12%	31%	31%	11%	6%	11%
h. Calls are returned within one business day	13%	25%	29%	7%	6%	20%
i. Sufficient information available through the telephone	9%	22%	29%	14%	7%	19%
j. Easy to navigate website	9%	28%	32%	15%	6%	10%
k. Sufficient information available on website	8%	27%	34%	14%	7%	10%
8. How satisfied are you with the following about the staff of the Hawaii State Judiciary?	Very Satisfied	Satisfied	OK	Dissatisfied	Very Dissatisfied	Don't know
a. Staff is knowledgeable	17%	47%	24%	7%	2%	4%
b. Staff is professional	20%	43%	23%	7%	3%	3%
c. Staff is responsive	17%	41%	25%	10%	4%	3%
d. Staff is friendly	18%	40%	25%	9%	5%	3%
e. Staff treats everyone with respect and dignity	20%	36%	26%	8%	6%	4%
f. Staff is able to direct me to the right person when I call the wrong number	14%	32%	23%	9%	3%	20%
g. Staff is able to direct me to the right person when I go to the wrong office	14%	31%	25%	7%	3%	20%
9. How strongly do you agree or disagree with the following statements?	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a. The aloha spirit is practiced in the Hawaii State Judiciary	8%	38%	35%	11%	6%	3%
b. The Hawaii State Judiciary has sufficient translation services	2%	14%	19%	11%	4%	50%
c. The Hawaii State Judiciary is responsive to the cultural and social diversity of the public/court users.	5%	23%	28%	9%	5%	30%
d. I feel safe when I'm in a Hawaii State Judiciary facility	21%	52%	16%	5%	4%	2%
e. The Hawaii State Judiciary maintains an appropriate level of security screening	16%	51%	19%	7%	4%	3%
f. The Hawaii State Judiciary's facilities and services are accessible to the public/court users with disabilities	9%	33%	15%	3%	1%	38%
g. The Hawaii State Judiciary's facilities are clean and well maintained	14%	50%	22%	10%	3%	1%
10. How strongly do you agree or disagree with the	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Not Sure

following statements?			Agree nor Disagree			
a. I believe the Hawaii State Judiciary plays an important role in the State	66%	28%	3%	1%	2%	0%
b. I respect the Hawaii State Judiciary	45%	38%	9%	4%	4%	0%
c. I trust the Hawaii State Judiciary	24%	42%	17%	10%	7%	0%
d. I have confidence in the Hawaii State Judiciary	23%	42%	17%	11%	7%	0%

DEMOGRAPHICS

11. What is your age? Is it...

18 to 24	0%
25 to 29	3%
30 to 34	10%
35 to 39	6%
40 to 44	8%
45 to 49	12%
50 to 54	15%
55 to 64	29%
65 to 69	13%
70 or older	3%
Decline to respond.....	0%

12. What is your ethnic background? (check all that apply)

Caucasian.....	42%
African American	0%
Hawaiian or Part-Hawaiian	7%
Japanese	23%
Chinese	10%
Filipino	4%
Korean.....	3%
Hispanic/Latino	3%
Other (specify):	8%
Decline to respond.....	0%

13. What is the highest level of education you completed?

High school degree or less	1%
Some college (including associate's degree).....	5%
College grad with bachelor's degree	7%
Some graduate school.....	1%
Graduate or professional degree	86%
Decline to respond.....	0%

14. What was the total income from all sources of all employed members of this household in 2011? Income before taxes?

Less than \$15,000.....	2%
\$15,000 to \$24,999.....	0%
\$25,000 to \$34,999.....	3%
\$35,000 to \$49,999.....	6%
\$50,000 to \$74,999.....	13%
\$75,000 to \$99,999.....	14%
\$100,000 to \$150,000.....	29%
\$150,000 or more	32%
Decline to respond.....	0%

15. How long have you lived in Hawaii?

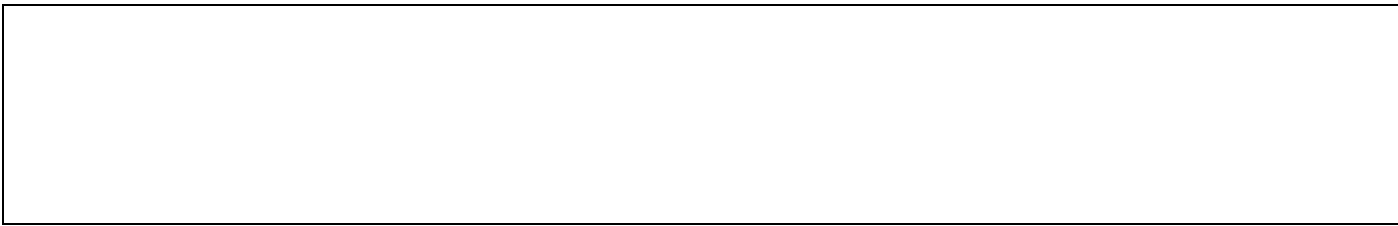
Less than one year	1%
1 to 5 years.....	4%
6 to 10 years.....	7%
11 to 20 years.....	9%
More than 20 years, not lifetime.....	38%
Lifetime.....	40%
Other (specify).....	2%
Decline to respond.....	0%

16. Gender

Male	58%
Female	42%
Decline to respond.....	0%

17. What is your home zip code?

18. Do you have any comments you would like to share about the Hawaii State Judiciary?



Thank you.