Procedural Fairness: Improving Access & Justice for Self-Represented Litigants & Others in Oregon's Family Courts

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Today's Topic

- Understanding the principles and research basis for procedural fairness
- Contextualizing procedural fairness principles with self-representation and other realities in Family Court
- Discussion of strategies and practical tools for measuring and improving public perceptions of fairness

Procedural Fairness (PF)

<u>Definition</u>: The perception that you are treated with respect and your concerns * are taken seriously by an unbiased decision-maker

* Includes your ability to understand the encounter

> **re-spect** (ri spekt/), n. 1. a particular, detail, or poi (usually prec. by in): to differ in some respect. 2. rel tion or reference: inquiries with respect to a route. esteem for or a sense of the worth or excellence of a pe son, a personal quality or ability, or something considered as a manifestation of a personal quality or abilit I have great respect for her judgment. 4. deference to

Why Start with Procedural Fairness in discussing Self-Representation?

FOUNDATIONAL: Research has shown that people are more likely to:

- Accept and <u>comply</u> with decisions
- <u>Cooperate</u> in reporting problems and be involved in solutions, and
- <u>Support</u> and empower (with laws, funds, votes)

an institution with authority (courts, police, etc.) when they feel as if the PROCESS was fair



"PROCEDURAL FAIRNESS" PRINCIPLES -

- Voice -- opportunity to tell side
- Neutrality
- Respect
- Engagement on human level -- listening, conversing, and explaining understandably

How *litigants* view the court system is related more to their perceived fairness of the *process* than to their perceived fairness of the *outcome* The public will not long entrust its confidence to a system of justice it often cannot <u>navigate</u>, <u>afford</u>, or <u>understand</u>.

Former Chief Justice John Broderick, New Hampshire Supreme Court

- Crime rates overall have been steadily dropping the last 20 years
- But confidence in the criminal justice system (which includes courts) has dropped by over 32% in the last 10 years
- And we have a wide racial divide in perceptions of fairness nationally & in Oregon



Research Basis

 Immediate Effects: PF is more influential than distributive justice (winning or losing) in determining compliance or intent to comply (Tyler & Huo 2002; Tyler and Jackson, 2012)

 Enduring Effects: PF can increase compliance with court orders, reduce crime, and reduce recidivism (e.g., Paternoster et al. 1997; Tyler and Huo 2002; Gottfredson et al. 2009)

Prison survey in Slovenia --Prison initiative in The Netherlands --



- 1. The guards treat inmates with respect.
- 2. Guards treat prisoners fairly.
- 3. The guards are courteous to inmates.
- 4. Guards explain their decisions to the prisoners.
- The guards make decisions to handle problems involving inmates fairly.
- 6. Guards take time to listen to prisoners.

RESULT: Fair and respectful treatment by prison guards promotes rule compliance and reduce grievances

Research re Procedural Fairness in Contested Restraining Order proceedings - 2004

- Family Court in Minnesota restraining orders
- Random assignment at contested hearings
 - Full explanation re ruling (+ Q & A) or just ruling
 - Research staff debriefed afterwards in separate room



- Litigants who gave high fairness ratings reported they were more likely to comply
- Litigants who *didn't* get the ruling they wanted were more likely to report planned compliance when they had fair treatment + full explanation

"We should treat *each encounter* between the citizens and the police, courts, and other legal actors as a <u>socializing experience – a</u> <u>teachable moment</u> – that builds or undermines legitimacy"

 Tom Tyler (Yale University) - preeminent national scholar on legitimacy, trust, and procedural Justice



Consider a time when:

- You had to wait in a long line
- You were the lay person and someone in a position of authority failed to explain something important to you





How did you WISH you had been treated:

With respect (for your time, with eye contact, addressed by name)

With an explanation of the process and what to expect





Making a decision is a sign of authority.

Explaining a decision is a sign of respect.

"Giving Reasons," Frederick Schauer, 47 Stanford Law Review 633 (1995)



Judges model for court staff,

who are sometimes the first rung on the ladder to justice

Sometimes *attorneys* or *mediators* are the first (and only) "face" of the court process



The public's interactions with <u>each</u> of us matter.



- Each of us could be the first stop on the ladder to justice;
- Each of us could be the first person someone talks to about their problem; and
- Each of us could be the first (or only) chance someone has to form an opinion about the legal system.

<u>Breaking out the elements of Procedural Fairness:</u>

VOICE – opportunity to speak, to ask, to appeal

NEUTRALITY –

consistent principles, unbiased decision-makers, transparency in process

RESPECT –

treat with dignity, respect rights, be trauma-informed

ENGAGE on HUMAN LEVEL –

listen and explain understandably, connect as a person

What <u>interferes</u> with our providing optimal Procedural Fairness?

Language

Understandable Terms Use Plain English principles

Accessible interpreters



Plain English -- principles

- Active voice, not passive
- SHORT words, sentences, paragraphs
- Lots of white space (350 words/page)
- Numbers that are graphical -- 12345
- Sans serif fonts (Arial, Helvetica, Verdana)
- Font size 11-12 for body; 13-14 for heading
- No separate instructions
- Provide glossary (or parenthetical definition)
- FIELD TEST all forms
- + More (see hand-out)

What undermines Procedural Fairness?

Signage

Silence is required when the court is in session. No crying children.

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| W.W BRASH III M. FLANAGAN | 208 | E R BROSTROM | |
| W S POCAN T.G DUGAN | 504 401 | N.W. PHILLING | 50 62 |
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| W. SOSNAY P. Daver | 403 404 | I. M WITKIWIAV | 61 41 |
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| E.C LAMFLAS | 206 514 | JEFFREY A. KREMER | S 609 |
| T.R. GOOPER D.A. HANSHER | 413 | M. E. TRIGGIANO | 608 502 |
| G.F KAHN | 634 635 | D.L KONKOL J.D WATTS | 629 |
| M.A WHITE FREDERICK ROSA | 500 | RESERVE BR. 36 | 623 509 |
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Better ?

Questions? Our court officers are happy to help.

For security screening, please remove your belt and all contents from your pockets (phones, wallets, coins).

Thank You.

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| \uparrow | COURTROOM SALA DEL TRIBUNAL | 100 |
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| \uparrow | LEGAL AID SOCIETY | 104 |
| ÷ | YOUTH COURT ROOM | 109 |

ODOUD BOOM

FLOOF





Perceptions of neutral decision-making require:

- Decisions must be seen to be based on facts and rules,
- not personal opinions
- Rules are applied consistently across all people and cases

What Helps ?

Example:

WELCOME TO THE ARIZONA COURTS

WE WILL BE HAPPY TO HELP YOU IF WE CAN. AS WE MUST BE FAIR TO EVERYONE, WE ARE ALLOWED TO HELP YOU ONLY IN CERTAIN WAYS.

This is a list of some things court personnel can and cannot do for you:

| | ***** |
|-----------|---|
| We can | explain and answer general questions about how the court works. |
| We can | give you general information about court rules, procedures, and practices. |
| We can | provide you with the number for lawyer referral services, legal aid programs, and other services where you can get legal information. |
| We can | provide court schedules and information on how to get a case scheduled. |
| We can | give you information from your case file that is not restricted. |
| We can | provide you with court forms and instructions that are available. |
| We can | usually answer questions about court deadlines. |
| | *********************** |
| We cannot | tell you whether or not you should bring your case to court. |
| We cannot | tell you what words to use in your court papers or whether they are correct. |
| We cannot | tell you what to say in court. |
| We cannot | give you an opinion about what will happen if you bring your case to court. |
| We cannot | conduct legal research for you. |
| We cannot | talk to the judge for you or let you talk to the judge outside of court. |
| We cannot | alter court documents. |
| | |

OUR ABILITY TO ASSIST YOU WILL DEPEND ON THE TIME AND RESOURCES AVAILABLE AS WELL AS THE SCOPE OF OUR RESPONSIBILITIES, KNOWLEDGE AND EXPERIENCE.



PLEDGE OF FAIRNESS

The fundamental mission of the Alaska Court System is to provide a fair and impartial forum for the resolution of disputes according to the rule of law. Fairness includes the opportunity to be heard, the chance to have the court process explained, and the right to be treated with respect. The judges and staff of the Alaska Court System therefore make the following pledge to each litigant, defendant, victim, witness, juror, and person involved in a court proceeding:

We will LISTEN to you

We will respond to your QUESTIONS abo

We will treat you with RESI

공정한 재관을 위한 시약

알레스카 범원의 기본업무는 범치주의에 의거하여 분쟁의 해권을 위해 광명집대한 제만을 제공하는 것입니다. 공정하다 함은 말할 수 있는 기회, 범정권자에 대해 설명을 들을 기회, 그리고 정중한 대우를 받을 편리를 포함합니다. 그러므로 알레스카 범원의 판사들과 모든 직원들은 작작의 소송당사자, 피고, 피해자, 중인, 해상원 그리고 범정권자에 관련된 모든 사람들에게 아래와 같이 서약합니다.

우리가 당신의 이야기를 듣겠습니다.

우리는 범경절차에 대한 당신의 질문에 대답하겠습니다.

우리는 당신을 경중히 대하겠습니다.

COMPROMISO DE JUSTICIA

La ministe fundamental del Statema Judicial de Alarka es repropericiona en forma instato ingeneral para la sendesición da titigio de assente los en el estado de derecho. La justicia individa la considia de estado de derecho. La justicia interpretario en la constata de estado de la constata de esta personaria de la constata de estado de la constata de esta Stemar Macilia de Alarka haven es el espisartes compresenta del Stemar Macilia de Alarka haven es el espisartes compresenta a cola filizante, assundo, victúras, tenigo, mientero del Justicia de la constata de la constata de la constata La ESCUCHAREMOS Respondementos as un FEREOUTIAS secreta del prosedimientos justicial La tratemento con RESTEN_D

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Peb yuav teb koj cov lus nug txog kev us plaub ntug Peb yuav saib koj rau txoj kev sam xeeb



We will respond to your QUESTIONS about court procedure

We will treat you with RESPECT

We will LISTEN to you

раграшения споров. Странадлико отношения колмактост получения разъсновни судебното процесса в право учакительного отношения. Судан и работника Судебной Системы игата Алекси обещило странадликое отношение к каклой спорове судебного процесса: подсуднику, постранавшену, сикцетенно, праслужимо, постранавшену, сикцетенно, присамения постранавшену, сикцетенно, присамения постранавшену, сикцетенно,

Мы ВЫСЛУШАЕМ Вас Мы ответям на Ваши ВОПРОСЫ по поводу судебного процесса Мы отнесемся к Вам с УВАЖЕНИЕМ

Pangako ng Pagkamakatarungan

Mukikinig kemi sa inyo langutin namin ang inyong mga tanong tungkol sa pemamanan ng hukuman. ukikitunguhan namin kuyo nang may paggalang.

Example:

Traffic stops in Australia

<u>Traffic stop SCRIPTS</u> that include elements of PF, *e.g.* respect, voice



- Test 'I now require you to provide a specimen of breath for a breath test.' Etc ...
- Positive If under the RBT limit finish with this statement: I just want to finish off by thanking you for [positive thing that driver had done such as ... child being buckled up in car seat in back/well maintained car/seat belt use for passenger or driver etc.] Thank you taking part in this Random breath test, I appreciate your time and attention. If over the RBT limit...process as usual.

RESULT: Higher satisfaction with police and increased compliance (compared to control group)

Scripts for Family Court conversations

(or standard explanations that recognize the frustration but stress the affirmative help):



"You're right. I can't give you advice about that. And I can see how frustrating that is, particularly after waiting X time to talk to someone here. But what I can do is give you some referrals for a low-cost attorney consultation . This costs only \$35. <u>And</u> I can give you the forms that will set up the hearing you want."

Dealing with the Argumentative Litigant

Who says

"So you are saying she can do anything she wants...."
"You aren't really helping me."
"So I'm just supposed to wait until he hurts me/them"
"Big surprise -- I knew I never had a chance here"

Affirm the emotion

- "I can see how upset your are"
- "I can see you much you care about your . . . "
- "I can understand how upsetting it is when . . . "

Articulate an *affirmative* step

Let's concentrate on what you/I <u>can</u> do . . . Your next time with Elijah will be .. " or "I'll be looking at the next hearing to see whether . . . "

Procedural Fairness Myths

- MYTH #1: Delivering bad news will always make you unpopular
- MYTH #2: People don't care about fair treatment as much when the stakes are high
- **MYTH #3**: Procedural justice is just about being nice to people



The courthouse doors are open to all.

If members of the public don't understand how to use the system,

and we don't tell them in some meaningful way,

we are denying them access.

Measuring Public Perceptions of Fairness

Multnomah County's Experience with Feedback Mechanisms

- Court-watches
- Focus Groups
- Surveys
- Comment Cards



Defendant Exit Survey

We would like to hear about your experience in court.

Your feedback will help us to improve the service we provide to court users. Your answers will not affect your case in any way.

Thank you for your time.

Today's Date: ____(MONTH) / ____(DAY) / ____(YEAR)

The first 6 questions are about your experience today only.

Please write in the blank or fill in the bubble next to your selected response.

- What is the name of the judge you saw today?
 (Leave blank if you don't know)
- Approximately how long did you wait in the courtroom before your case was called today?
 ______ minutes
- Peer Review & Courtroom
 Observation

Courtwatches

A community project observing hearings for the purpose of collecting information.

Looking at: Process, environment, and outcomes of cases

| 0 | |
|-------|---|
| 100 | |
| | |
| | |
| | |
| | Oregon Coalition Against Domestic and Sexual Violence Legal Access Project |
| | COURT WATCH FORM: CIVIL |
| A | . GENERAL INFORMATION |
| | . Observer's name |
| 2. | |
| 3. | |
| 4. | . Type of Hearing TRO/RO |
| | Stalk/Protective |
| | C Other (please specify) |
| 5. | Judge's name: |
| 6. | Date of hearing:/ |
| 7. | Beginning time of hearing: |
| 8. | Ending time of hearing: |
| в. | CASE INFORMATION |
| | |
| 1. | Gender of Plaintiff/Petitioner female male Gender of Defendant/Respondent female male |
| 3. | Was advocate present to help Plaintiff/Petitioner? yes no |
| 4. | Did Plaintiff/Petitioner have an attorney present? Ves Do |
| 5. | Did Defendant/Respondent have an attorney present? yes no Did ludge explain the restraining order or purpose |
| 0. | of hearing to Petitioner/Plaintiff? yes no |
| 7. | Did judge in any way discourage or belittle Petitioner/Plaintiff? (if so, explain on back of form) ves no |
| 8. | Petitioner/Plaintiff? (if so, explain on back of form) yes no Did Petitioner/Plaintiff request custody of children? yes no NA |
| 9. | Did Defendant/Respondent request custody of children? yes no NA |
| 10. | . If 21-day hearing, what issue(s) did Respondent contest? (check all that apply) |
| | Custody visitation other NA Did judge issue a mutual restraining order? Ves no NA |
| 12 | Did judge suggest or order the parties into mediation? yes no |
| 13. | |
| 14. | If requested, did the judge grant custody of children |
| 15 | to Petitioner/Plainting |
| | English Spanish Russian Vietnamese east |
| 16. | Given the primary language of the Petitioner/Plaintiff: no interpreter necessary interpreter necessary, but not available |
| | interpreter necessary, and available |
| | NA |
| | Khat is the primary Language of Defendant/Respondent? English Spanish Russian Vietnamese Cambodian Other Unkn |
| 18. | Given the primary language of the Defendant/Respondent: no interpreter necessary interpreter necessary, but not available |
| | interpreter necessary, but not available |
| | □ NA |
| | you have observed any event in the court which you believe the Legal Access |
| STF 1 | you have observed any event in the court which you betieve the legal Access ject should be made aware of, please describe it on the back of this form. |

<u> 1996</u>-

1117 FAPA applications and 335 Contested Hearings in Marion, Multnomah, and Washington Counties



<u>2008-2009</u> – 167 Contested Hearings in Multnomah County

Courtwatch Takeaways - 1996

 Not enough time per hearing, averaged 9.6 minutes per contested hearing 50% of the time interpreters were needed, none was available 7% of the cases, judges discouraged or belittled the petitioners Less than 10% of petitioners were represented by attorneys

Courtwatch Takeaways – 2008-09

- 92% of cases had at least one unrepresented party
 - If only one party represented, s/he was significantly more likely to prevail
- Only one case went forward without an interpreter



- Average length of contested now 30 minutes w/o attorneys; 46 w/attorneys
- Noted many procedural differences among judges

Courtwatch Impact

- Initial minimization by Judges
- Gradual acceptance of themes
 Outside input mattered:
 - MultCty reorganized its dockets to provide more judicial time for contested restraining order hearings



- MultCty Family Court increased efforts on behalf of SRLs and in DV cases
- Increased openness to more feedback

Focus Groups

VAWA-grant funded, worked with PSU

DV Survivors

- 30 DV survivors in 7 focus groups & 11 additional 1:1 interviews
- 4 groups in languages other than English
 "Looking at this, what worked and what didn't?"





DV Survivors:

- had both positive and negative experiences with the system
- did not have the information they need to get through court
- felt frustrated and disappointed with custody and parenting time decisions

Court specific:

- problems with interpretation
- felt judges applied rules unfairly
- worries of safety/DV minimized or dismissed by judges
- victim blaming by staff & judges
- not enough assistance
- not safe in building
Focus Groups – Family Law Professionals

- 4 Custody Evaluators
- 3 Children's Attorney
- 9 Attorney Representing Parents
- Common themes:
 - Concern children's voices get lost
 - Cultural issues not understood by judges;
 - judges seen as biased
 - Lack of trauma practices by judges
 - Need shared understanding of DV
 - SRLs need more resources and help through process



Survey – Multnomah County

Method:

- Created survey after researching other courts' surveys
- Collaborative creation with attorneys, judges, advocates, court staff
- Distributed by hand, at customer service windows, and in courtrooms – at all court locations – 1 week
- Anonymous, not staff/judge specific
- Collections boxes on each floor
- Online option access told at courthouse

Court Survey

The Multnomah County Circuit Court cares about its service to the public.

Please let us know how you feel about your time at the courthouse today. Drop your completed survey in any blue box marked "Courthouse Survey." The boxes are on each floor by the stairs and in the 1^{π} floor lobby.

You do not need to identify yourself or anyone else by name on this survey. If you have any questions about this survey, please contact Jenny Woodson at 503-988-3918 or Jennifer.l.woodson@ojd.state.or.us

| Why are you at the courthouse today? | | | | | | |
|--|--|--------------------------|--|--|--|--|
| [] Child custody or parenting time | [] Criminal case | [] Landlord-Tenant Case | | | | |
| [] Restraining/Protective Order | Probation Violation or | [] Small Claims Court | | | | |
| [] Family Law case (not listed above) | Probation Issue | [] Other Civil Matter | | | | |
| [] Juvenile case | [] Traffic or [] Parking | [] Other | | | | |

| Who are you? | | |
|-----------------------|---|----------------------------|
| [] party in a case | victim in a criminal case | [] observer |
| [] attorney | [] support person | [] needed court documents |
| [] witness in a case | [] juror/jury duty | [] Other |

| 3 | Do you agree or disagree with the following statements? | Strongly Agree | Agree | Disagree | Strongly Disagree | No Opinion |
|--|--|-------------------|-------|----------|----------------------|---------------|
| The people who work in the courthouse were respectful to me. | | | | | | |
| Court staff explained things to me in ways I could understand. | | | | | | |
| When I le | ft, I understood what the next steps in my case were. | | | | | |
| I felt safe while in the courthouse. | | | | | | |

| 0 | If you appeared in a court hearing today, | Strongly | Agree | Disagree | Strongly | No |
|---------------------------|--|----------|-------|----------|----------|---------|
| | please respond to these additional statements: | Agree | | | Disagree | Opinion |
| At the star hearing we | t of the hearing, the Judge explained how the ould proceed. | | | | | |
| The Judge | listened to me when I was speaking. | | | | | |
| important | to share with the Judge the information I felt was . (Or the Judge told me why he or she could not nformation I wanted the Judge to know about). | | | | | |
| The Judge | conducted the hearing in a neutral manner. | | | | | |
| I understo | od what the Judge's decision was. | | | | | |
| The Judge | explained the reasons for his or her decision. | | | | | |
| The Judge | and staff in the courtroom were respectful to me. | | | | | |

Thank you! Please use the space on the back of this page for any other comments you have. You can complete the survey as many times as you visit the courthouse.

You can also fill out this survey on-line at <u>https://www.surveymonkey.com/r/NWTJ5S3</u>

Surveys -- Lessons Learned



- Most lessons are simple fixes
 - "No opinion" option not helpful did people check because did not apply to them, were neutral, or truly had no opinion?
 - Some court leadership felt we should not tell staff or they would change behavior. Will change next time.
 - Staff who did know were reluctant to give out, concerned about negative feedback
 - Gave to Jurors

Surveys -- Numbers

- 392 completed surveys
 - (4 courthouses; 1 week)
- 199 were parties in a case
- For some comparisons , sample size was too small to be helpful
- Overall, very positive responses.
 - 85% strongly/agreed with all statements affirming positive results

Surveys -- Who filled them out?

Why Survey Respondent was at Courthouse



Key Survey Conclusions – Family Law

- In general, parties in Family Law cases gave more negative responses than did parties in Criminal, Probation, Parking, and Traffic cases.
- Nevertheless, parties with the highest rated experiences were parties in Family Law restraining order cases.
- 100% of the parties in R.O. cases responded positively to the item "The people in the courthouse were respectful to me."
- Parties in Family Law cases were the least likely of all types of parties to report that they understood what the next steps in their case were.

Survey Responses: Family Law vs. Criminal/Civil

Parties in Family Law matters:

- Reported less positive experiences at the courthouse overall
- Felt less safe in the downtown courthouse
- Were less likely to strongly/agree that court staff had explained things in an understandable manner
- Were less likely to strongly/agree that on leaving they understood the next steps
- Were slightly less likely to strongly/agree that they understood the judge's decision <u>BUT</u>
 - Were more likely to report having an opportunity to speak and perceiving the Judge as conducting the hearing in a neutral manner

Washington County Survey

- Judge specific
- Addressed following areas:
 - Case Management
 - Application and Knowledge of Law
 - Communications
 - Fairness
 - Demeanor

Similar to a survey conducted in Linn County

Comment Cards

Available in Family Law Office –

Just started

| | | Comment Car | rd | | |
|----------------|------------|------------------------------------|--------------------|----------------|---|
| Overall, m | iy experie | nce today at the (please circle | e Family Law e) | v office was: | |
| 1 Very Poor | 2 Poor | 3 Not poor or good | 4 Good | 5 Very Good | |
| Other comp | oliment o | r complaint: _ | | | |
| | | | | | _ |
| | | Thank you | u! | | |

Additional Resources

Publications:

Procedural Justice: Practice Tips for Courts http://www.courtinnovation.org/sites/default/files/documents/P_J_Practical_Tips.pdf

Improving Courtroom Communication: A Multi-Year Effort to Enhance Procedural Justice http://www.courtinnovation.org/sites/default/files/documents/Courtroom_Communications.pd f

Improving Courthouse Signage: Procedural Justice Through Design http://www.courtinnovation.org/sites/default/files/documents/Red%20Hook%20OctoberFinalP roofed_REDUCED%20%281%29.pdf

Procedural Fairness in California: Initiatives, Challenges, and Recommendations http://www.courtinnovation.org/sites/default/files/documents/Procedural_Fairness_CA.pdf

Improving Courtroom Communication: A Procedural Justice Experiment in Milwaukee http://www.courtinnovation.org/sites/default/files/documents/Improving%20Courtroom%20Co mmunication.pdf

The Perceptions of Self-Represented Tenants in a Community-Based Housing Court http://www.courtinnovation.org/sites/default/files/Perceptions_Tenants.pdf

A Judicial Guide to Child Safety in Custody Cases http://www.ncjfcj.org/resource-library/publications/judicial-guide-child-safety-custody-cases

Navigating Custody and Visitation Evaluations in Cases with Domestic Violence: A Judge's Guide

http://www.ncjfcj.org/resource-library/publications/navigating-custody-andvisitation

Family Violence Information Packets, including (among others) *Decision-Making in Child Custody Cases* and *Effects of Domestic Violence on Children*

http://www.ncjfcj.org/resource-library/publications/specialized-family-violenceinformation-packets

Civil Protection Orders: A Guide for Improving Practice

http://www.ncjfcj.org/resource-library/publications/civil-protection-orders-guideimproving-practice

Synergy, FVPSA 30th and VAWA 20th Anniversary issue, No. 1 of 2 (devoted to trauma)

http://www.ncjfcj.org/resource-library/publications/synergy-fvpsa-30th-vawa-20th-anniversary-issue-no-1-2

Web resources:

Center for Court Innovation

<u>www.courtinnovation.org/proceduraljustice</u> <u>www.courtinnovation.org/procedural-justice-practical-tips-and-tools</u>

Professor Tom Tyler, Yale Law School

www.law.yale.edu/faculty/TTyler.htm

Procedural Fairness for Judges and Courts www.proceduraljustice.org

Thank you!

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