



Juvenile Rehabilitation Administration

Addressing Employee Concerns

78% of JRA staff took the time to complete the 2006 Staff Survey. In all, more than 800 staff shared their thoughts and perceptions about the experience of working in JRA. Your responses are of great value in gauging the *vital signs* and wellness of the administration.

Survey results highlight specific opportunities for improving JRA's operations and practices and making JRA an effective and fulfilling workplace.

From a practical standpoint, all of the opportunities for improvement revealed in the survey cannot be tackled at the same time, but we can pick definite starting points.

The JRA management team has prioritized four areas of opportunity for **immediate** improvement focused activity:

1. Increasing staffs' understanding of how JRA measures success
2. Support for JRA's implementation of the Integrated Treatment Model
3. Recognition of the outstanding work and results achieved by JRA staff
4. Improving resources and tools available to staff

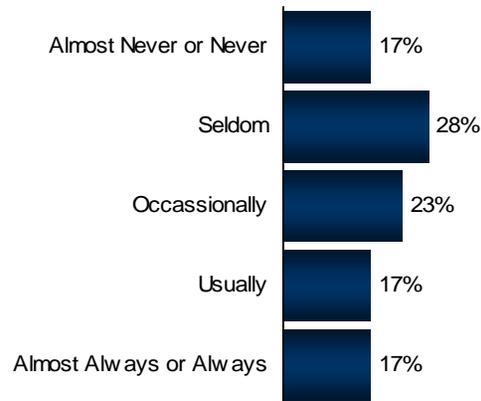
Please accept my thanks for the candor and insight into JRA operations you shared in the Staff Survey. The JRA management team will do everything in our power to act on this information and with your support make JRA the best workplace it can be.

Sekou Shabaka
Assistant Secretary
Juvenile Rehabilitation Administration



Focus Issue: How JRA Measures Success

Question: I know how my agency measures its success



Staff Say:

“To see the ITM taken away and go back to the ways we had before”

“I believe the ITM is a positive and productive tool for working with youth”

SUMMARY OF THE ISSUE

2006 Staff Survey results reveal that a great many JRA staff are unsure on a consistent basis how the administration measures its success. In other words, most JRA staff are not clear on just how good a job we are doing and perhaps that JRA is regarded as a national model for managing committed youth. It is important that all of our staff understand that interventions of the ITM have been shown to reduce recidivism and achieve future public savings. We have also seen decreases in assaultive behavior, requests for security assistance and other benefits in institutions.

WHAT WE'RE ALREADY DOING

- Significant research outcomes available via the JRA Intranet and Internet
- Tracking Client Outcome Measures for youth completing Functional Family Parole
- Requesting funding for a research specialist to measure outcomes achieved through the work of JRA staff
- Planning recidivism studies with DSHS' Research Division and the Washington Institute for Public Policy

OUR PLAN FOR THE COMING YEAR

- Update the JRA Internet and Intranet with outcomes related to JRA's implementation of the Integrated Treatment Model
- Use ITA data to measure changes in youth risk and protective factors
- Post Power Point presentations and other documents used in the Government Management Accountability and Performance (GMAP) reporting process on the JRA Intranet
- Each worksite has sets of outcome measures; for example, PbS measures in institutions and Client Outcome Measures in parole regions. During the upcoming year we will develop processes for sharing these and other measures within each worksite



Focus Issue: Integrated Treatment Model

Integrated Treatment Model Questions

1. The ITM training I have received has provided me with a practical understanding of the treatment model
2. The ITM training I have received has helped me to be more productive in my job
3. I believe youth have changed positively due to their involvement with the ITM
4. I believe implementing the ITM has been a good investment of JRA's time and resources

Staff Say:

“We are burying staff in paperwork...which severely limits their time to work with kids and families”

SUMMARY OF THE ISSUE

The number of staff responding “Almost Always or Always” or “Usually” dropped for each of the four ITM related questions in the 2006 Staff Survey. The range of decrease since 2004 was 6% for Question 1., 5% for Question 2., 8% for Question 3., and 13% for Question 4.

Overall, parole staff gave the highest scores to these questions, then community facility staff, with institution staff giving the lowest score.

The fact that scores for these questions dropped is of great concern to JRA managers, since the ITM is at the core of the work we are asking staff to do and support.

WHAT WE'RE ALREADY DOING

- JRA managers have visited the field and discussed perceptions of the ITM with staff. What was discovered was that staff actually believe the ITM is an effective treatment model. However, there is generalized dissatisfaction because of the amount of “paperwork” required for ITM reporting. This is compounded by concerns related to other reporting demands like PbS and Tx model adherence
- JRA will be replacing CATS with a new electronic case management system in October 2006. Although this will not necessarily reduce the type of case reports required, it will streamline data entry

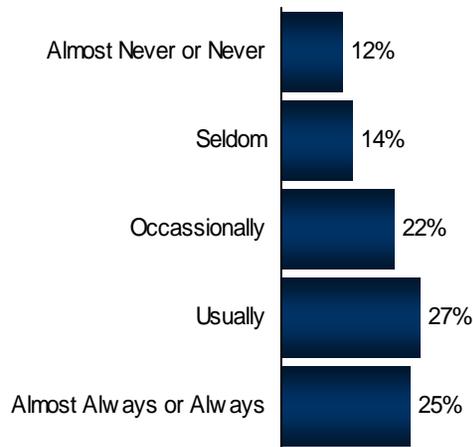
OUR PLAN FOR THE COMING YEAR

- Over the coming year we will assess current case reporting schedules and where feasible eliminate duplications and adjust reporting time frames to reduce staff computer time
- We believe that staff ratings on ITM survey questions are very much connected with the lack of knowledge staff report on how we measure success. Staff cannot know if what they are doing is actually working without access to the proper data. We will keep staff informed of outcomes that can be attributed to ITM adherence
- Data that demonstrates our performance outcomes as an administration is crucial to achieving the resources we need to continue to serve our clients and communities. Over the coming year and on an ongoing basis, we will let you know how the data you work so hard to create and maintain is used in our budget building process and to preserve JRA's continuum of care



Focus Issue: Staff Recognition

Question: I receive recognition for a job well done



Staff Say:

“I believe JRA line staff are grossly underpaid for the jobs we do”

SUMMARY OF THE ISSUE

2006 Staff Survey results reveal that nearly half of JRA staff only occasionally or less feel recognized for a job well done. Feeling underappreciated can have a very negative effect on people and their commitment to the agency. We believe that staff in JRA are among the most talented and productive in state service and are committed to doing every thing we can to acknowledge the excellent work done by staff and to retain staff in the JRA workforce.

WHAT WE’RE ALREADY DOING

- Each JRA worksite has a staff recognition program where staff are nominated for awards such as Employee of the Quarter or Employee of the Year.
- We also nominate staff and staff teams for Regional and Statewide recognition for excellence
- We believe that salary commensurate with the level of work done is key to recognizing the contribution our staff make to improving the lives of the youth we serve and making Washington communities safer. Accordingly, we have submitted a Class and Compensation proposal that would increase Juvenile Rehabilitation Series salaries to parity with Social Worker Series staff

OUR PLAN FOR THE COMING YEAR

- We will continue to advocate for salary parity between Juvenile Rehabilitation Series staff and Social Worker Series staff
- Plans are afoot to develop *Inside JRA* as a part of the JRA Intranet. Similar to *Inside DSHS*, this Intranet site will be used to recognize and commend the fine things accomplished by JRA staff and youth in areas such as –

Treatment Outcomes
Community Service
Working with Families

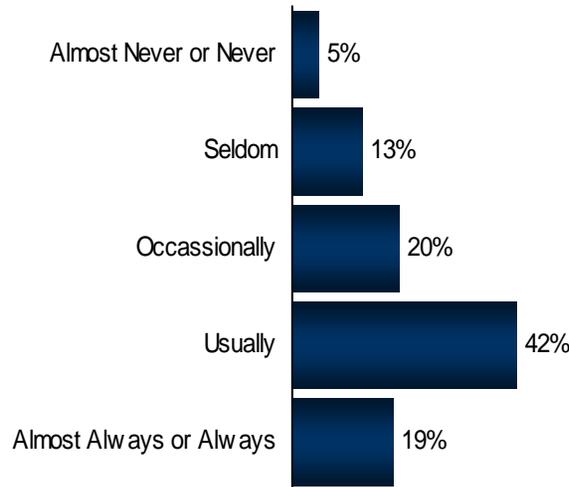
Promoting Safety
Mentoring
Team Spirit

Cultural Programming
Interagency Collaboration
Special Projects



Focus Issue: Tools and Resources

Question: I have the tools and resources to do my job effectively



Staff Say:

“Enough staff to get things done with the quality expected of us”

SUMMARY OF THE ISSUE

2006 Staff Survey results reveal that more than one third of staff believe they do not consistently have the tools and resources necessary to be effective in their work. The large majority of staff comments in this area reference the need for more staff

WHAT WE’RE ALREADY DOING

JRA has made budget requests for Fiscal Years 2008 and 2009 that, if adopted, will enable the administration to add 75.8 FTE’s to our workforce between July 2007 and June 2009. How these new staffing resources would be used includes:

- Updating the staffing model for 40 room living units in institutions
- Fully funding JRA’s Mental Health Systems Design in residential programs – including Community Residential Facilities
- Decreasing FFP caseloads from 20:1 to 17:1
- Increasing backfill capacity for staff training

OUR PLAN FOR THE COMING YEAR

- Continue to make the case that investment in JRA programs will achieve significant future public savings as well as change young lives and make communities safer
- Keep staff informed of progress on budget requests related to increasing staffing resources



Other important issues

Some Good News

- The highest score in the survey (84% of staff responding “Almost Always or Always” or “Usually”) was for “My Supervisor Treats me with Dignity and respect”
- A solid majority of JRA staff (81%) know what is expected of them at work
- Most JRA staff (72%) are aware of how their work contributes to the goals of the administration

Questions? Contact Dan Robertson at
(360) 902 8285

THESE ARE OTHER IMPORTANT ISSUES

As noted on page one of this presentation, we cannot work simultaneously on every issue raised in the staff survey. We do recognize that there is opportunity for improvement in more than the four areas that have so far been prioritized. Three more things are identified below that we will work to address during the current biennium:

- Employees want more opportunity to give input regarding their work and to come up with new and better ways of doing things
- The majority of staff appear to lack confidence in decisions made by senior leaders in JRA
- More than half of JRA employees feel that their time and talents are not used well in the workplace and almost half believe there is limited opportunity for learning and growth

OUR PLAN

- Improve existing methods and develop new ways to gather staff input regarding their work and ways to improve practices of our administration
- Continue to train and develop staff and provide ongoing consultation on delivery of evidence-based interventions that are proven to change young lives, make communities safer, and create significant public savings
- Communicate considerations behind decisions made by JRA management

Again, thank you to the more than 800 staff who completed the survey.