



Juvenile Rehabilitation Administration

Addressing Employee Concerns



First, my thanks to the 826 JRA employees who participated in the 2007 Staff Survey. Your ratings and comments provide valuable feedback and point to real opportunities for making JRA the excellent, productive, and satisfying workplace I know all of us want it to be.

After careful review of the survey results, the JRA management team selected three immediate focus areas for purposes of this action plan.

- Paperwork associated with Integrated Treatment Model Case Management and other Requirements
- Integrated Treatment Model Training and Consultation
- Recognition of the outstanding work and results achieved by JRA staff

These areas were selected because they touch the day to day work of many staff. You were also very clear on the need for change in these areas.

While this might not be the sum total of business, performance, and professional improvement opportunities in JRA, I believe focusing on these areas will pay dividends and result in genuine progress in the satisfaction we get from our work and the service we provide to youth, families, and communities.

Again, my thanks for the candor and insight into JRA operations you shared in the staff survey. Please know that the JRA management team is committed to acting on the information you provided and with your support making JRA the best workplace it can be.

John Clayton
Assistant Secretary
Juvenile Rehabilitation Administration



Focus Issue: Paperwork Requirements

Staff Say:

“The original goal of the ITM was to consolidate paperwork and make it take up less of our time. This has not been the case. All the ITM has done is increase the amount of time we spend on the computer thus taking us away from spending the time with the youth we are paid to serve.”

“The ITM and PbS and the amount of time it requires staff to sit in front of computers is unbelievable.”

“...paperwork , requirements, regulations, etc...and expecting it to be done in a timely manner, but not allowing for anymore staff time or help.”

“A major reduction in paperwork. I have been working in JRA for more than 9 years and every year I am asked to do more and more paperwork.”

Summary of the issue

We heard loudly and clearly that staff are feeling stretched to keep up with case management and other paperwork requirements and that this is limiting direct service time with youth.

What we're already doing

This same issue came up in the last staff survey. We took the following actions to reduce paperwork:

- Changed the ITM Case Note requirement from weekly to every two weeks
- Changed the Treatment Summary and updated ITP requirement from every 90 days to annually

Our plan for the coming year

Continue to identify opportunities to reduce paperwork

- Form a workgroup of managers and line staff to inventory paperwork requirements related to Case Management, Performance Based Standards, ITM adherence, Incident Reporting, etc.
- Identify areas of paperwork duplication and low value paperwork that can be eliminated or simplified.



Focus Issue: ITM Training & Consultation

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

“More training and consultation.”

“More training and staff development in the FFP model.”

“The ITM can be complicated even for the most seasoned staff.”

“More ITM training for all personnel.”

Summary of the Issue

Compared with last year's survey results, scores indicate a firmer belief by staff that youth have changed positively due to their involvement with the ITM and that the ITM has been a good investment of JRA's time and resources. Other good news is that institution staff rated each ITM question area significantly higher this year than last year. However, overall scores related to staff having a practical understanding of the model and having received effective training to be more productive in their jobs decreased.

What we're already doing

- Four ITM Functional Family Parole consultant positions are in place for regional programs to provide consultation to improve staff understanding of the treatment model and coaching to improve staff practice of the model.
- Four Residential ITM trainers currently provide classroom training and “on the floor” coaching for institution and community facility staff. Participant evaluations of training is routinely positive.
- Filled the FFP Program Administrator position that was vacant for almost 1 year affecting training and consultation for FFP staff.
- Restructuring FFP training to provide 2 days of initial FFP training with 3 one day follow-up training within the first year and 1 day of refresher training annually.

Our plan for the coming year

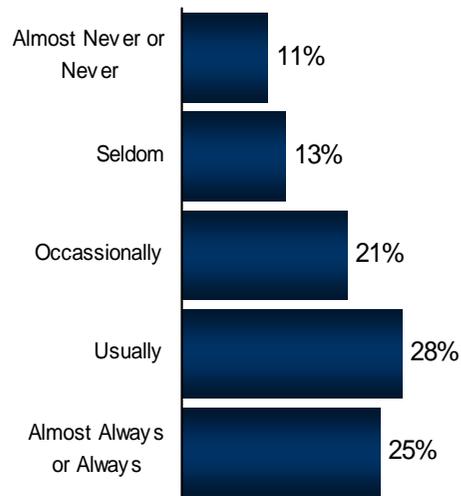
- Provide direct resources to develop staff understanding of the ITM.
- Revise ITM curricula to respond to staff training needs identified by the Staff Development Advisory Committee, ITM Trainers, and ITM Consultants.
- Develop measurable training outcomes in terms of staff's understanding of the model and readiness to deliver ITM services.
- Provide training and consultation for residential staff on DBT Adherence Standards.
- Revitalize training and consultation on FFP model.
- Schedule bi-monthly FFP consultation sessions in each regional office



Focus Issue: Staff Recognition

Question:

I receive recognition for a job well done



2% of staff who completed the survey did not respond to this question

Staff Say

“It would be nice to feel genuinely appreciated and get honest recognition for a job well done.”

Summary of the Issue

2007 Staff Survey results reveal that nearly half of JRA staff only occasionally or less feel recognized for a job well done. The good news is that there is a 2% improvement over last years survey in the number of staff who *Always, Almost Always, or Usually* feel recognized for a job well done.

Being part of the JRA staff team should be a source of pride for all of us. JRA staff are professional, talented, and committed to improving the lives of youth, their families, and the communities in which they live. All staff deserve to feel appreciated and be given opportunities for personal and professional development.

What we're already doing

- Institutions and regions sponsor local staff recognition programs and present awards such as *Employee of the Quarter* or *Employee of the Year*.
- JRA staff teams are nominated annually for Regional and Statewide recognition for the excellence of service they provide
- Some worksites have developed informal recognition programs where staff are recognized in the moment and given a token of appreciation for a job well done.

Our plan for the coming year

- Promote informal staff recognition practices across the administration.
- Engage line staff in identifying recognitions that would be meaningful to individuals and teams.
- Improve communication on local Employee of the Quarter and of the Year awards and Regional and Statewide recognition of JRA employees.
- Implement a tuition re-imbusement program to promote staff personal and professional development.



Other important issues

Good things staff say about working in JRA

“My co-workers. I adore them. They are wonderful, committed, fun people.”

“The kids are great. A lot of my co-workers are wonderful.”

“I enjoy the diversity of the clients we serve. Every one is different”

“I love the work with the youth and families, it feels rewarding to use the FFPS model and see it work with our clients.”

“Seeing change in the youth and watching them grow into young men.”

“My observations are valued.”

“The opportunities to positively affect and serve staff and youth every day.”

“Lots of variety and many challenges.”

“I feel the job is challenging and fulfilling.”

These are also important issues

In addition to the three focus areas outlined in the previous pages, we will be paying attention during the next year to these other areas for improvement raised in the survey.

- Automated Client Tracking (ACT) implementation
- How JRA measures success
- Hiring and retaining a competent, talented, and diverse workforce

Our plan

- Improve communication on the enormous amount of ongoing work that has been done in improving ACT functionality and making ACT the management information system we want it to be.
- Provide staff with outcome data on the evidence-based interventions we are implementing showing correlations between outcomes and the model adherence being emphasized and measured.
- Develop recruitment materials for job fairs and the JRA internet site; implement fair and consistent hiring practices; build a workforce that is as diverse as the youth, families, and communities we serve; encourage staff to remain in JRA with programs such as tuition reimbursement.

Again, thank you to the 826 staff who completed the survey.