



Action Plan Update – December 2008

Juvenile Rehabilitation Administration

Addressing Employee Concerns



We are interested. We are committed. We are making improvements.

The following pages provide an update on the actions we have taken in response to the 2007 Staff Survey.

We are working to reduce the amount of “paperwork” staff are required to generate in case management associated with the Integrated Treatment Model (ITM). We are committed to improving training and consultation to increase your practical understanding of the ITM. We are also determined to recognize and honor the contributions staff make in the work and mission of JRA.

I trust you are aware that the JRA executive management team and I listen to your ideas for improving the operations and work requirements of the administration. With your help, we will continue to make improvements and build JRA into the best agency it can possibly be.

I will be providing quarterly updates on the 2007 Staff Survey Action Plan.

John Clayton, Assistant Secretary

CONTACT INFORMATION

For more information, please contact **Dan Robertson** at **360 902 8285**.



Action Plan Update

Focus Issue: Paperwork Requirements

Juvenile Rehabilitation Administration

December 2008

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.

So far, we've:

- 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

Future plans:

Continue to identify opportunities to reduce paperwork

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



Action Plan Update

Focus Issue: Integrated Treatment Model Training & Consultation

Juvenile Rehabilitation
Administration

December 2008

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 Integrated Treatment Model (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.

So far, we've:

- Developed new training and trained staff in Integrated Treatment Model individual counseling standards
- Developed new training and trained teams to provide intra-team consultation on productive delivery of ITM interventions
- Revitalized training and consultation for parole staff on the Functional Family Parole Model
- Scheduled bi-monthly Functional Family Parole consultation sessions in each parole region

Future plans:

- Continue to 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.



Action Plan Update

Focus Issue: Staff Recognition

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Administration

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Summary of the Issue

2007 Staff Survey results revealed 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.

So far, we've:

- Developed plans for formal and informal staff recognition activities that are meaningful to individuals and teams at each JRA institution.
- Developed an administration newsletter, *JRA Today*. Content will highlight the good things accomplished by JRA staff. The first edition of *JRA Today* is scheduled for release in January, 2009.
- Put a lot of energy into developing a Tuition Reimbursement program based upon an all staff survey assessment of educational needs and goals. Unfortunately, we have had to put this program on hold because of the present fiscal climate. We believe tuition reimbursement is an important way of recognizing that JRA staff want to be lifelong learners and contribute at ever higher levels to the mission of the administration and will institute the program at the earliest opportunity.

Future plans:

- Use *JRA Today* as a primary vehicle for broadly and publicly recognizing, thanking, and honoring staff for their contributions to the work of JRA.