



Juvenile Rehabilitation Administration

Addressing Employee Concerns



Thank you for your input and suggestions.

Our employees are essential to accomplishing the agency's mission and goals. With shrinking financial resources it is critically important to maximize every opportunity to help the youth and families we serve. Every day you help youth reach their potential.

It is the job of the JRA leadership team to reduce barriers to your success. Your input points to several areas that we can improve. These items are crucial to our work and include:

- clearer information about changes in JRA
- use of customer feedback to improve our agency
- how we measure success

In the coming year we will focus on making improvements in each of these areas.

– John Clayton, Assistant Secretary

CONTACT INFORMATION

For more information, please contact **Dana Phelps** at **360.902.8285**.



Focus Issue: Information Sharing

Summary of the Issues

Employees reported concerns about receiving clear information on changes within the agency. Some specific comments included:

- a gap in communication between managers and the staff in the field
- a feeling that the agency is in a constant state of change
- a need for a more collaborative approach

Since the survey:

The JRA leadership team has met and discussed ways to improve channels of communication including improving the flow of information between JRA leadership and JRA front line staff.

Our plan for the coming year :

- The JRA Assistant Secretary will continue to visit JRA offices and facilities. He will also shadow at least one staff in an institution and one parole staff
- During field visits, the Division Director of Institutions and the Division Director of Community Programs will:
 - share information with staff on key initiatives in JRA and changes being made to address budget reductions
 - listen to employee ideas about improving the organization
- Information sharing documents will be prepared in a format that can be regularly shared with staff throughout JRA
- JRA management team members will meet with groups of staff by specialty area or job type (program managers, coordinators) to gather input
- JRA will ensure that membership on statewide groups allows staff from the line level to give input into agency decisions



Focus Issue: Use of Customer Feedback

Summary of the Issue

In the staff survey, many employees did not think JRA is using customer feedback to improve our work. The youth and families we serve have much to say about the work we do.

Over the next year, JRA will increase the opportunities for youth and families to have a voice in our services.

Our plan for the coming year

- JRA will actively participate in the youth sub-committee of the Washington Partnership Council on Juvenile Justice as well as incorporate youth feedback into our work to improve youth reentry, educational opportunities, and mentoring
- JRA will share results of the surveys of youth and families more broadly to increase the opportunity for staff to incorporate this feedback into their practice



Other important issue – Measuring Success

Summary of issue

Measuring success and improvements is an important part of telling the story of what we do as an organization. Staff report that they are not clear about how JRA measures success.

Our plan

Recently JRA leadership reviewed a new approach to performance management. This approach identified several key measures of success that will be reported monthly and reviewed as part of an agency wide planning process. These performance measures will be shared with all JRA locations to assist with local planning efforts.

JRA has also developed a performance measure dashboard which will be shared with staff throughout the administration.

While we can't separately address all concerns brought forward on the survey, we are glad to hear what issues concern you.

As a group, you are committed to improving the lives of children, youth, and families. Please keep bringing forward those items that get in the way of accomplishing the work we are all tasked to do.

Thank you.