



# CUSTOMER SERVICE REPORT

*June 1, 2016*



TEXAS  
JUVENILE  JUSTICE  
DEPARTMENT

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TRANSFORMING YOUNG LIVES AND CREATING SAFER COMMUNITIES

## **Introduction**

Section 2114.002(b) of the Texas Government Code requires state agencies to gather information from customers, using a survey or focus groups or other appropriate methods, regarding the quality of services delivered by the agency. This report is submitted by the Texas Juvenile Justice Department (TJJD) in compliance with Section 2114 of the Texas Government Code.

The following report describes TJJD's efforts to assess the quality of its customer service and outlines the TJJD data collection methodology, identifies its external customer groups, and summarizes the results of the customer satisfaction survey. The report concludes with a discussion of next steps and improvements to be made in response to the assessment.

## **Information Gathering Methodology**

This biennium, the agency identified seven major external customer groups. The external customer groups are as follows:

- General public,
- Juvenile courts,
- Juvenile probation departments,
- Families of committed youth,
- Volunteers,
- Committed youth, and
- Victims of juvenile crime.

The survey instrument includes questions on all of the applicable customer service quality elements (i.e. facilities, staff, communications, agency website, and complaint process). In addition to rating each of these specific elements, respondents were asked to rate the quality of TJJD service overall.

Data collection for this report was conducted using a web-based survey tool. Each customer group received an email invitation with a link to the survey, which was available online for a period of two weeks in April/May 2016 and advertised on social media. The primary limitation of this data collection effort is a result of the online survey administration; respondents are limited to those with an email address on file at TJJD and access to the internet.

## **Inventory of External Customers by Budget Strategy**

The external customer groups identified above were defined by TJJD as individuals or groups that were directly affected by activities under the agency's strategies listed in the 2016-17 General Appropriations Act.

The following tables delineate the customer groups by agency appropriation goal and strategy, as well as by the agency services provided to each group.

# 2016 - 2017 TJJD Goals and Strategies

## Primary External Customers



	Public	Courts	Probation	Families	Victims	Volunteers	Youth
<b>A. Community Juvenile Justice</b>							
A.1.1 Prevention and Intervention	✓	✓	✓	✓			✓
A.1.2 Basic Probation Supervision	✓	✓	✓	✓			✓
A.1.3 Community Programs	✓	✓	✓	✓			✓
A.1.4 Pre- and Post-Adjudication Facilities	✓	✓	✓	✓			✓
A.1.5 Commitment Diversion Initiatives	✓	✓	✓	✓			✓
A.1.6 Juvenile Justice Alternative Education Programs	✓	✓	✓	✓			✓
A.1.7 Mental Health Services Grants	✓	✓	✓	✓			✓
A.1.8 Regional Diversion Alternatives	✓	✓	✓	✓			✓
A.1.9 Probation System Support	✓	✓	✓	✓			✓
<b>B. State Services and Facilities</b>							
B.1.1 Assessment, Orientation, and Placement	✓	✓	✓	✓			✓
B.1.2 Institutional Operations and Overhead	✓	✓	✓	✓	✓	✓	✓
B.1.3 Institutional Supervision and Food Service				✓			✓
B.1.4 Education	✓	✓	✓	✓	✓		✓
B.1.5 Halfway House Operations	✓	✓	✓	✓	✓	✓	✓
B.1.6 Health Care				✓			✓
B.1.7 Mental Health (Psychiatric) Care	✓	✓	✓	✓	✓		✓
B.1.8 Integrated Rehabilitation Treatment	✓	✓	✓	✓	✓		✓
B.1.9 Contract Residential Placements	✓	✓	✓	✓	✓		✓
B.1.10 Residential System Support	✓	✓	✓	✓	✓	✓	✓
B.2.1 Office of the Inspector General	✓	✓	✓	✓	✓		✓
B.2.2 Health Care Oversight		✓	✓	✓			✓
B.3.1 Construct and Renovate Facilities	✓	✓	✓	✓			✓
<b>C. Office of Parole Services</b>							
C.1.1 Parole Direct Supervision	✓	✓	✓	✓	✓	✓	✓
C.1.2 Parole Programs and Services	✓	✓	✓	✓	✓	✓	✓
<b>D. Office of Independent Ombudsman</b>							
<b>E. Juvenile Justice System</b>							
D.1.1 Training and Certification	✓	✓	✓				
D.1.2 Monitoring and Inspections	✓	✓	✓				
D.1.3 Interstate Agreement	✓	✓	✓	✓	✓		✓
<b>F. Indirect Administration</b>							
F.1.1 Central Administration	✓	✓	✓	✓	✓	✓	✓
F.1.2 Information Resources	✓	✓	✓	✓	✓	✓	✓

## Services Provided to External Customer Group

### General Public

- Case Management
- Community Service
- Secure Confinement
- Criminal and Administrative Investigations
- Education
- Parole Supervision
- Rehabilitation
- Residential Community-Based Programs
- Trained Workforce
- Treatment Programs
- Toll-free Hotline

### Juvenile Courts

- Case Management
- Education
- Interstate Compact Services
- Parole Supervision
- Rehabilitation
- Residential Community-Based Programs
- Secure Confinement
- Toll-free Hotline
- Treatment Programs
- Workforce Training
- Workshops and Training

### Juvenile Probation Departments

- Case Management
- Education
- Parole Supervision
- Rehabilitation
- Residential Community-Based Programs
- Secure Confinement
- Toll-free Hotline
- Treatment Programs
- Workforce Training
- Workshops and Training

### Families

- Case Management
- Grievance Process
- Family Liaisons
- Parole Supervision
- Residential Community-Based Programs
- Referrals
- Secure Confinement
- Toll-free Hotline
- Treatment Programs
- Visitation
- Workshops and Education

### Victims of Juvenile Crime

- Criminal and Administrative Investigations
- Conference Participation
- Notification
- Referrals
- Secure Confinement
- Toll-free Hotline
- Victim Liaisons
- Victim Impact Panels

### Volunteers

- Annual Awards Recognition
- Opportunities for Working with Youth
- Volunteer Liaisons
- Workshops and Training

### Youth

- Assessment
- Basic Rights
- Case Management
- Cognitive-Behavioral Programs
- Criminal and Administrative Investigations
- Education
- Family Services
- Grievances Process
- Individual Counseling
- Managed Health Care
- Mental Health Services
- Mentoring
- Parole Supervision
- Peer Group Counseling
- Positive Behavioral Interventions and Supports (PBIS)
- Reading Improvement Initiative
- Rehabilitation Residential Community-Based Programs
- Secure Confinement
- Sexual Behavior Treatment
- Spiritual Programs
- Substance Abuse Treatment and Education
- Toll-free Hotline
- Treatment Programs
- Workforce Training
- Volunteer Opportunities
- Violent Offender Programs

## Customer Service Survey

The customer service survey included four to six items on each of the applicable customer service quality elements (i.e. facilities, staff, communications, agency website, and complaint process), totaling 28 constructed response items and five open-ended items. Respondents were asked to “strongly agree,” “agree,” “disagree,” or “strongly disagree” with statements about the agency’s service, but were able to select “don’t know,” in response to any item if they lacked experience with a given aspect of the agency. Respondents were also asked to rate their level of satisfaction with the agency overall, on a scale of “very satisfied,” to “very dissatisfied.” In addition, respondents were invited to provide open-ended comments and suggestions for improvement in each area.

A total of 501 customers completed the online survey. The following table lists the total number of customer service survey respondents in each of the identified customer service groups, as well as the percentage of total respondents each customer group comprises. Included in the general public group are survey respondents who described their role as “other,” as well as four respondents who did not specify a customer group.

Customer Group	Respondents	Percent of Total
Juvenile Probation Departments	251	50.1%
Volunteer	132	26.3%
General Public	87	17.4%
Family of Justice System Youth	27	5.4%
Juvenile Courts	4	0.8%
Victim of Juvenile Crime	0	0.0%
<b>Total</b>	<b>501</b>	

The survey was administered online at no cost to the agency.<sup>1</sup>

## Survey Results

Overall, TJJD customers described high levels of satisfaction with the quality of service provided by the agency. In each service area, the vast majority of survey respondents strongly agreed or agreed with positive statements about the agency. As described in the summary of results to follow, survey respondents reported the highest levels of satisfaction with TJJD staff and with the accessibility of TJJD via email, regular mail, and fax. Customers are least satisfied with TJJD’s promptness returning phone calls and the availability of staff contact information on the agency website.

### *Overall Satisfaction*

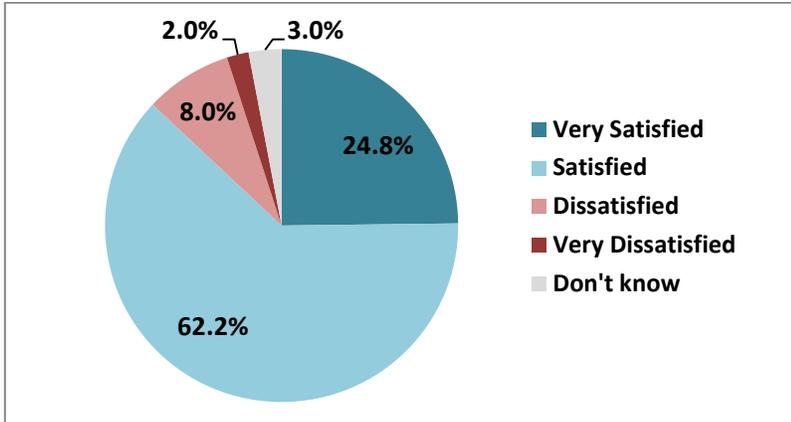
When asked, “Overall, how satisfied are you with TJJD?” nearly 25 percent of respondents indicated they were “very satisfied,” and an additional 62 percent reported being “satisfied.” Only two percent of respondents are “very dissatisfied,” with TJJD overall. Up to ten percent of survey respondents offered

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<sup>1</sup> Note this estimate does not include staff time for the development of the survey, data analysis, or production of this report.

specific suggestions for improving each service area; some of these suggestions are presented below in the summaries of results.

**Overall, how satisfied are you with TJJD?**

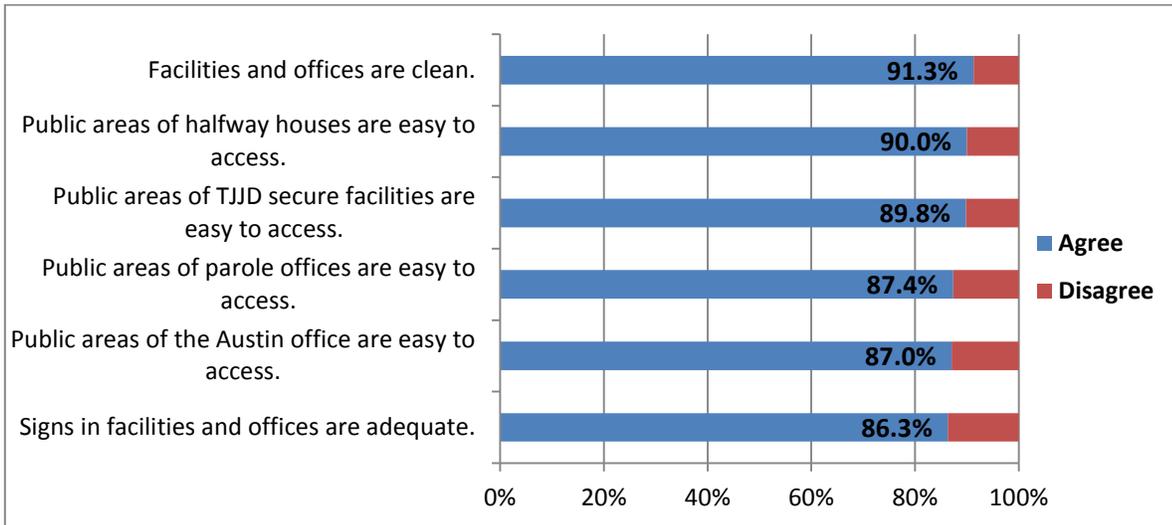


*TJJD Offices and Facilities*

Survey respondents had favorable feedback on the cleanliness of TJJD facilities and offices. More than nine in ten agreed with the statement, “Facilities and offices are clean.” Respondents also had favorable feedback on the accessibility of TJJD halfway houses, secure facilities, parole offices, and the Austin headquarters.

Suggestions for improving TJJD facilities and offices included, “Improved WiFi in the Central Office meeting room,” “When entering a secure facility a sign that indicates what you will be asked to do before cleared to enter facility, i.e turn in keys, take off shoes etc.,” and “Maintenance of restrooms could be improved.” Several respondents also noted that waiting or visiting areas at various facilities and offices are small and cramped.

**Please tell us if you agree or disagree with the following statements about TJJD facilities and offices.**

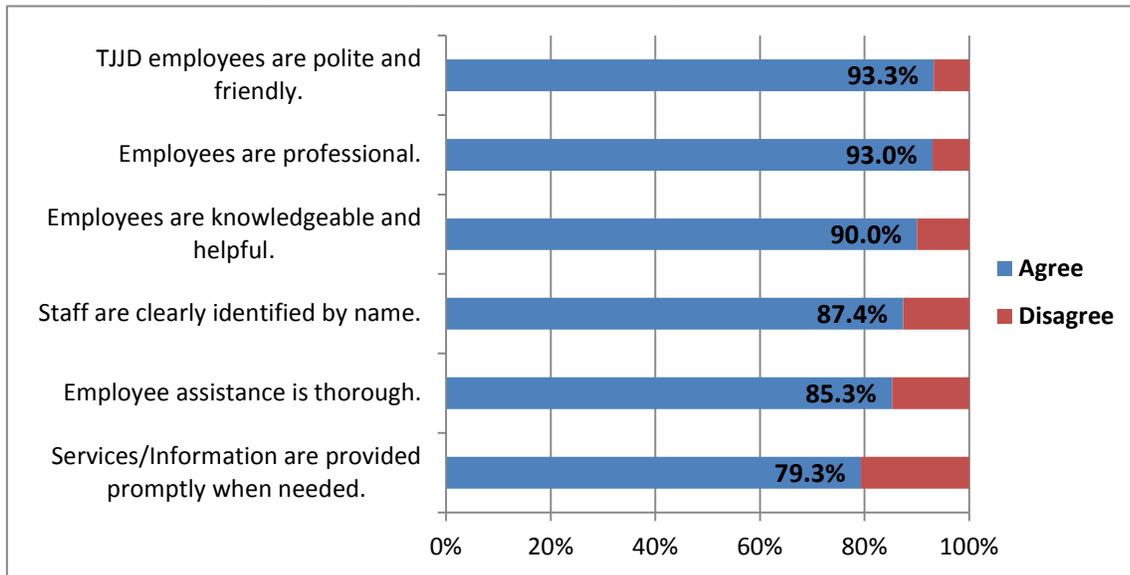


### *TJJD Staff*

Customers had particularly positive feedback on TJJD staff. Over 93 percent of respondents agreed with the statement, “TJJD employees are polite and friendly.” Nearly as many indicated they found TJJD employees to be professional, knowledgeable, and helpful. Positive comments from respondents included, “The staff that I have interacted with have always been excellent,” “Main office staff and parole office staff I have dealt with are always polite and friendly,” “TJJD staff should be paid more, they deserve it,” and “I think the ladies from TJJD are extremely helpful and polite.”

There is room for improvement, however, in providing services and information promptly when needed. One respondent from a probation department noted, “They can offer assistance in a more timely manner...When we do not get a prompt response, it does hinder our ability to complete tasks.” Another respondent noted, “80% of the time, responses are very timely. 20% they are not.”

**Please tell us if you agree or disagree with the following statements about TJJD staff.**

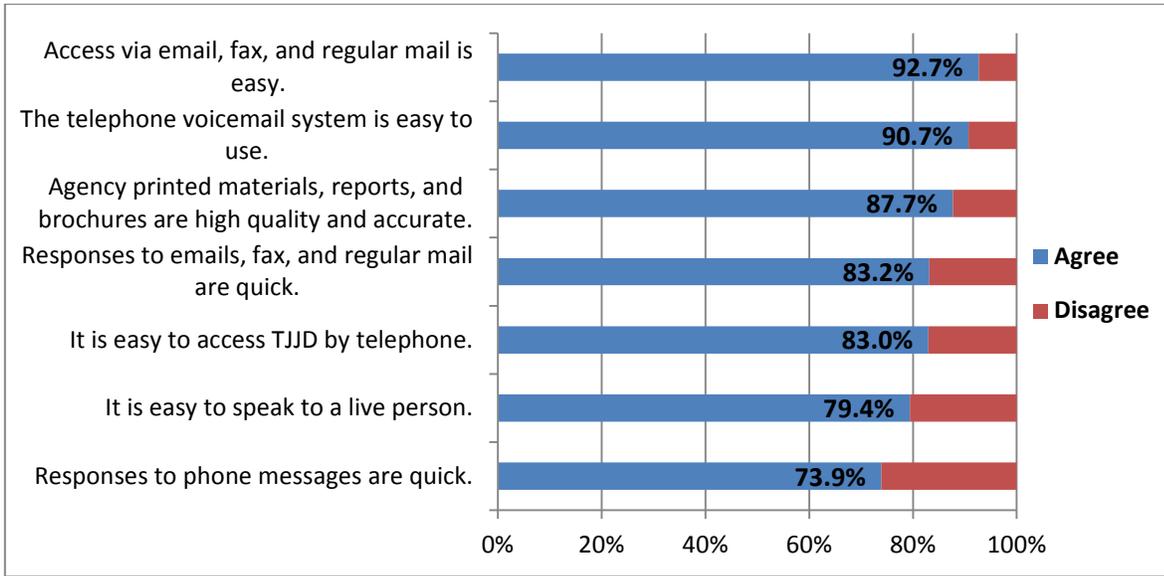


### *TJJD Communication*

Nearly 93 percent of survey respondents indicated that access to TJJD via email, fax, and regular mail is easy. A large majority of respondents also indicated that the telephone voicemail system is easy to use, and that agency printed materials, reports, and brochures are high quality and accurate. Respondents reiterated, however, that TJJD staff need to improve response times; less than three quarters of respondents agreed that phone calls are returned quickly. One respondent asked, “Why have the phone if we never answer or it is a screening tool...?” Another suggested, “placing a timeline to return calls in the policy and procedure manual.”

Parents of TJJD youth have concerns about the frequency of communication from TJJD. Examples of comments from parents include, “We do not receive monthly reports after our child's MDT meeting like we were told we [would],” “It would be nice to get a report on how my son is doing. I only get a report when he is misbehaving,” and “Be more attentive to children and families during this disheartening time.”

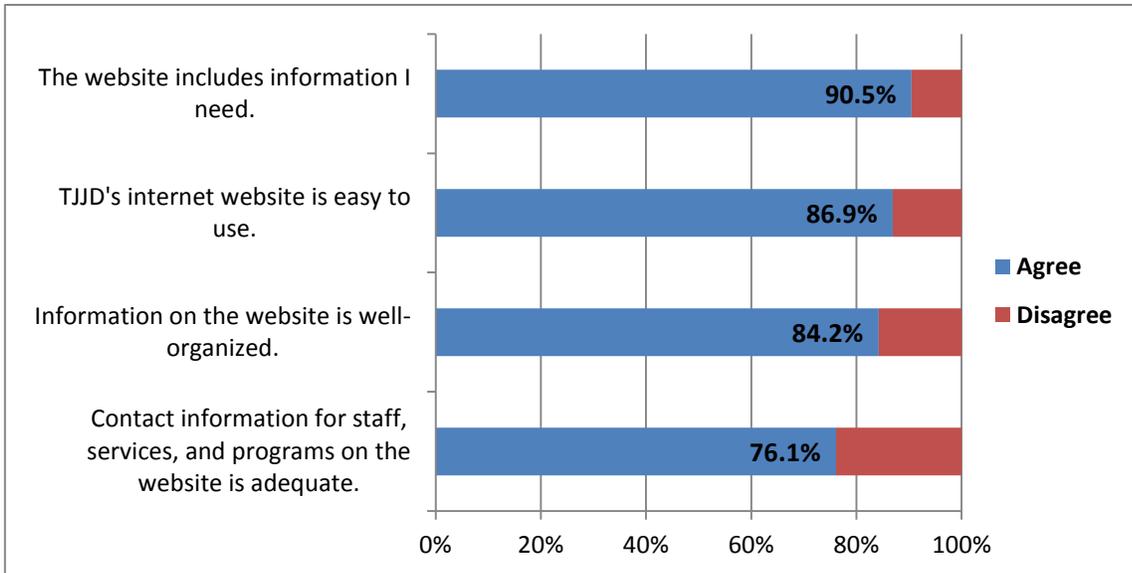
**Please tell us if you agree or disagree with the following statements about TJJD communications.**



*TJJD Website*

Overall, respondents agreed that the TJJD website includes valuable information and is easy to use. A slightly smaller percentage of customers, 84 percent, indicated they feel the website is well-organized. About a quarter of respondents would like to see additional contact information posted online. In a comment reflective of many others, one respondent wrote, “Need agency/personnel contact phone numbers and organizational chart for state/central office in Austin. It needs to be shared with the field and frequently updated.”

**Please tell us if you agree or disagree with the following statements about the TJJD website.**

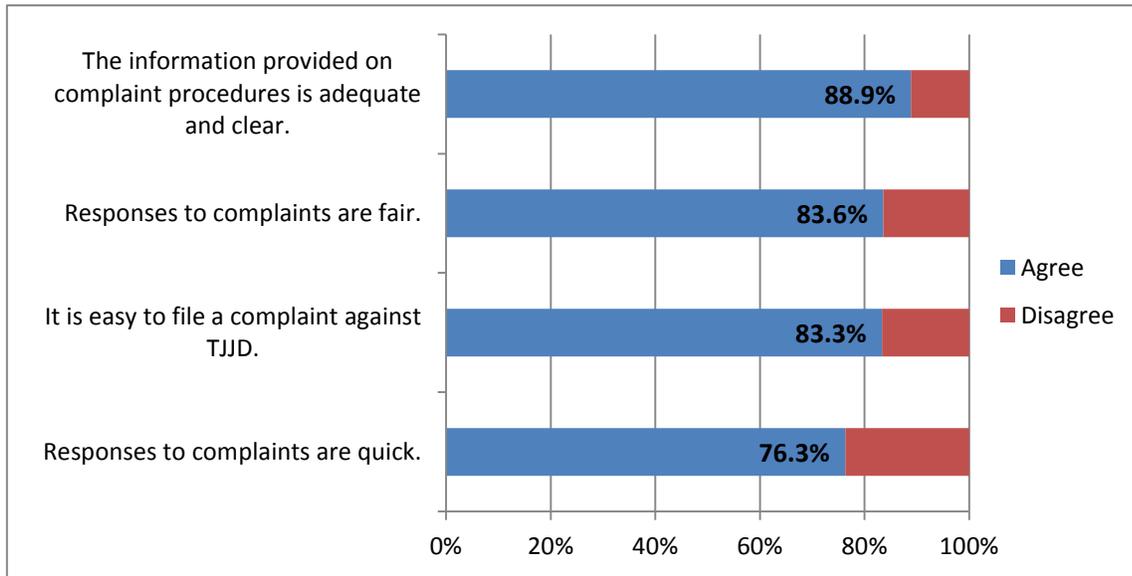


### TJJD Complaint Process

The majority of TJJD’s customers have not had any experience with TJJD’s complaint process. Well over three-quarters of survey respondents answered “don’t know,” or skipped questions related to the agency’s grievance procedures. Among those who have had experience with the agency’s complaint process, nearly nine in ten agreed the information provided on complaint procedures is adequate and clear. More than eight in ten agreed that responses to complaints are fair, but respondents indicated lower levels of satisfaction with the timeliness of responses.

Few respondents offered specific suggestions for improving the complaint process, however those that did focused on better dissemination/clarification of information about the process.

**Please tell us if you agree or disagree with the following statements about the TJJD complaint process.**



### Youth Grievances

TJJD receives customer service information from the youth committed to the agency’s care. Although that information is received in a broad range of ways, a principle method is through grievances as provided by the agency’s General Administrative Policy found in 37 TAC 380.9331:

1. Youth, parents or guardians of youth, and youth advocates have a right to file grievances concerning the care, treatment, services, or conditions provided for youth under the jurisdiction of the TJJD. TJJD will resolve grievances in a prompt, fair, and through manner; however, grievances alleging criminal violations or abuse, neglect and exploitation will be referred to law enforcement for investigation and disposition.
2. TJJD recognizes that informal discussions between staff and youth are a key element on resolving issues or concerns at the earliest stage and contribute to a positive facility culture. TJJD will make staff available to meet with youth whenever possible, limited only by consideration for facility order and the safety of youth and staff. Additionally, the Youth Rights Manual provides more detailed information than the General Administrative Policy for the resolution of problems and issues to youth rights.

When youth have an issue about which they are dissatisfied, they may submit their complaint to multiple systems, including the Office of Inspector General, the TJJJ Youth Grievance System, and to a TJJJ Correctional Officer, Case Manager, Youth Rights Specialist, facility superintendent, or assistant superintendent as well as the Office of Independent Ombudsman. All complaints are investigated. Youth typically submit complaints on a broad range of issues encompassing minor to very serious concerns. Additionally; they may be dissatisfied with a response that is the correct response, and feel their complaint was unresolved. The filing of a complaint does not imply that wrongdoing has occurred.

Nearly 10,000 youth grievances were filed in fiscal year 2015, half of which were categorized as either basic rights violations or complaints about staff conduct. Complaints about local authorities or discipline were also common. Relatively few grievances were filed in the categories of conference requests, youth records, medical bedside, or parole. Twelve percent of the grievances filed were found to be valid. Approximately 20% were resolved, meaning an action took place such as a meeting between the youth and staff to clear up a misunderstanding or implement a new process to decrease the likelihood of the same situation arising in the future. Forty-six percent of the grievances were denied, meaning no aspect of the youth’s allegations were found to have validity. Finally, 22% of the allegations fall into a variety of categories including: referred to AID, void, moot, duplicate, withdrawn, etc.

<b>Youth Grievances Fiscal Year 2015</b>		
<b>Category</b>	<b>Total</b>	<b>%</b>
Basic Rights Violation	2976	30%
Staff Conduct	1946	20%
Local Authority	1343	14%
Discipline	1090	11%
Facility Conditions	352	4%
Security	256	3%
Transfer Request	237	2%
Personal Property	223	2%
Hygiene	209	2%
Recreation	180	2%
Education	174	2%
Specialized Treatment Programs	160	2%
Medical Treatment	130	1%
24 Hour Emergency	108	1%
Medical Access	107	1%
Void/Issued But Not Used	77	1%
Rule or Policy	72	1%
Medical Meds	71	1%
Mental Health	48	0%
Lost or Destroyed	47	0%
Conference Request	34	0%
Youth Records	21	0%
Medical Bedside	12	0%
Parole	3	0%
<b>Total Filed</b>	<b>9876</b>	<b>100%</b>

## **Next Steps**

Though the agency's customers are quite satisfied overall, they indicated a need for improved response times. In response to customers' comments and concerns, TJJJ will have a link to the survey up year round on our website. We will pull the data quarterly throughout the year to be able to differentiate patterns throughout the process. TJJJ also plans to combine the customer service survey with the annual volunteer survey as to not over-survey our volunteers and gather a larger sample size in the future. Finally, we will include the customer service survey after TJJJ holds large conferences in order to poll a more diverse group of customers.

Compared to last biennium, a larger and more diverse group of customers was recruited for participation in the satisfaction survey, however input from victims of juvenile crime is still lacking. If at all possible, future customer satisfaction surveys will afford victims an opportunity to respond. In addition, survey responses could be analyzed by respondent type to see if satisfaction varies by customer group. An earlier release of survey instructions would facilitate improvements in both participant recruitment and results analysis.

## **Conclusion**

The Customer Satisfaction Survey for 2016 inquired into the service quality elements relating to facilities and offices, staff, communications, agency website, the complaint process as well as the overall satisfaction with the work of the Texas Juvenile Justice Department. A total of 501 external customers provided responses and comments for improvement in agency service areas. When asked about overall satisfaction with the TJJJ, 62% of customers reported being "satisfied." Nearly 25 percent of respondents indicated they were "very satisfied" with the agency.

Respondents were asked basic questions regarding the cleanliness, signage, and ease of accessibility of TJJJ facilities and offices. Ninety-two (92%) percent strongly agreed that facilities and offices are clean. Similarly, 90% indicated that the public areas of halfway houses are easy to access. Other survey respondents provided positive feedback on signage in TJJJ facilities. Some provided specific suggestions for improvement in the sign-in or screening procedures at facilities.

Customers also provided useful feedback on the professionalism, knowledge and helpfulness of TJJJ staff. The vast majority, about 93 percent, indicated that TJJJ employees are polite and friendly. Moreover, open-ended responses highlighted areas for improvement, such as communication with families and improving response times via phone call. The agency will strive to meet the needs of our customers and improve response times to services, information and phone messages. Agency administration will look into what is currently being done in these areas and seek to make our response times more efficient.

When asked about accessibility, nearly 93 percent of survey respondents agreed that communication with the TJJJ via email, fax, and regular mail was easy. In addition, customers seeking information could find it easily on the agency website. Some commented, however, that they would like a TJJJ staff directory to contact employees more efficiently. Agency administration will look into the feasibility of an agency wide directory.