

CUSTOMER SERVICE REPORT

JUNE 1, 2018



TEXAS
JUVENILE★JUSTICE
DEPARTMENT

Introduction

Section 2114.002(b), Texas Government Code, requires state agencies to gather information from customers, using a survey, 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 (“TJJJ”) in compliance with Chapter 2114, Texas Government Code.

The following report describes TJJJ’s efforts to assess the quality of its customer service and outlines the TJJJ 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 TJJJ’s 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 May 2018. 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 TJJJ and access to the internet.

Inventory of External Customers by Budget Strategy

The external customer groups identified above were defined by TJJJ as individuals or groups that were directly affected by activities under the agency’s strategies listed in the 2018-19 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.

2018 - 2019 TJJD Goals and Strategies

Primary External Customers



	Public	Courts	Probation	Families	Victims	Volunteers	Youth
A. Community Juvenile Justice							
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	✓	✓	✓	✓			✓
A.1.8 Regional Diversion Alternatives	✓	✓	✓	✓			✓
A.1.9 Probation System Support	✓	✓	✓	✓			✓
B. State Services and Facilities							
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 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	✓	✓	✓	✓			✓
C. Parole Services	✓	✓	✓	✓	✓	✓	✓
D. Office of the Independent Ombudsman	✓	✓	✓	✓	✓	✓	✓
E. Juvenile Justice System							
D.1.1 Training and Certification	✓	✓	✓				
D.1.2 Monitoring and Inspections	✓	✓	✓				
D.1.3 Interstate Agreement	✓	✓	✓	✓	✓		✓
F. Indirect Administration							
F.1.1 Central Administration	✓	✓	✓	✓	✓	✓	✓
F.1.2. Information Resources	✓	✓	✓	✓	✓	✓	✓

Services Provided to External Customer Group

General Public	
<ul style="list-style-type: none"> • Case Management • Community Service • Secure Confinement • Criminal and Administrative Investigations • Education • Parole Supervision 	<ul style="list-style-type: none"> • Rehabilitation • Residential Community-Based Programs • Trained Workforce • Treatment Programs • Toll-free Hotline
Juvenile Courts	
<ul style="list-style-type: none"> • Case Management • Education • Interstate Compact Services • Parole Supervision • Rehabilitation • Residential Community-Based Programs 	<ul style="list-style-type: none"> • Secure Confinement • Toll-free Hotline • Treatment Programs • Workforce Training • Workshops and Training
Juvenile Probation Departments	
<ul style="list-style-type: none"> • Case Management • Education • Parole Supervision • Rehabilitation • Residential Community-Based Programs 	<ul style="list-style-type: none"> • Secure Confinement • Toll-free Hotline • Treatment Programs • Workforce Training • Workshops and Training
Families	
<ul style="list-style-type: none"> • Case Management • Grievance Process • Family Liaisons • Parole Supervision • Residential Community-Based Programs • Referrals 	<ul style="list-style-type: none"> • Secure Confinement • Toll-free Hotline • Treatment Programs • Visitation • Workshops and Education
Victims of Juvenile Crime	
<ul style="list-style-type: none"> • Criminal and Administrative Investigations • Conference Participation • Notification • Referrals 	<ul style="list-style-type: none"> • Secure Confinement • Toll-free Hotline • Victim Liaisons • Victim Impact Panels
Volunteers	
<ul style="list-style-type: none"> • Annual Awards Recognition • Opportunities for Working with Youth 	<ul style="list-style-type: none"> • Volunteer Liaisons • Workshops and Training
Youth	
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Positive Behavioral Interventions and Supports (PBIS) • Reading Improvement Initiative • Rehabilitation Residential Community-Based Programs • Secure Confinement • Sex Offender 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 eight items on each of the applicable customer service quality elements (i.e., facilities, staff, communications, agency website, and complaint process) totaling 31 constructed response items and 5 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 “not applicable,” 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 142 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.”

Customer Group	Respondents	Percent of Total
Juvenile Probation Departments	67	47.2 %
Volunteer	61	43.0 %
General Public	10	7.0 %
Juvenile Courts	2	1.4 %
Capitol Stakeholder	1	0.7 %
Family of Justice System Youth	1	0.7 %
Victim of Juvenile Crime	0	0.0 %
Total	142	

The survey was administered online at no cost to the agency.¹

¹ Note this estimate does not include a subscription to Survey Monkey, staff time for the development of the survey, data analysis, or production of this report.

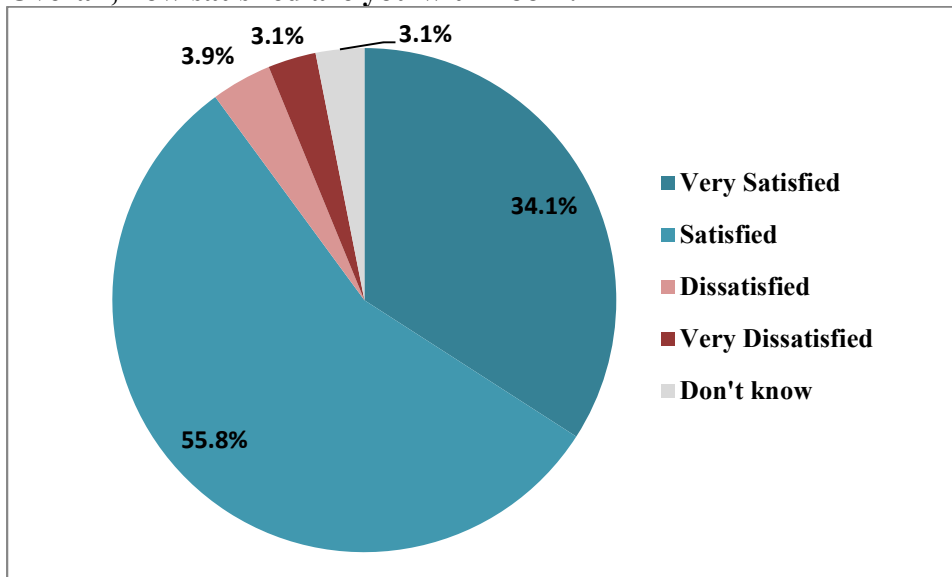
Survey Results

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, accessibility of TJJD via email and regular mail, and helpful information on the website. Customers were least satisfied with reaching TJJD employees by telephone and speaking to a live person.

Overall Satisfaction

When asked, “Overall, how satisfied are you with TJJD?” 34 percent of respondents indicated they were “very satisfied,” and an additional 56 percent reported being “satisfied.” Only three percent of respondents are “very dissatisfied,” with TJJD overall. Positive comments included, “I think the culture has changed for the better and am satisfied with our partnership” and “I have been a mentor and volunteer for over 15 years and I have always been pleased with all the help we get from everyone at TJJD.” Up to 20 percent of survey respondents offered 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?

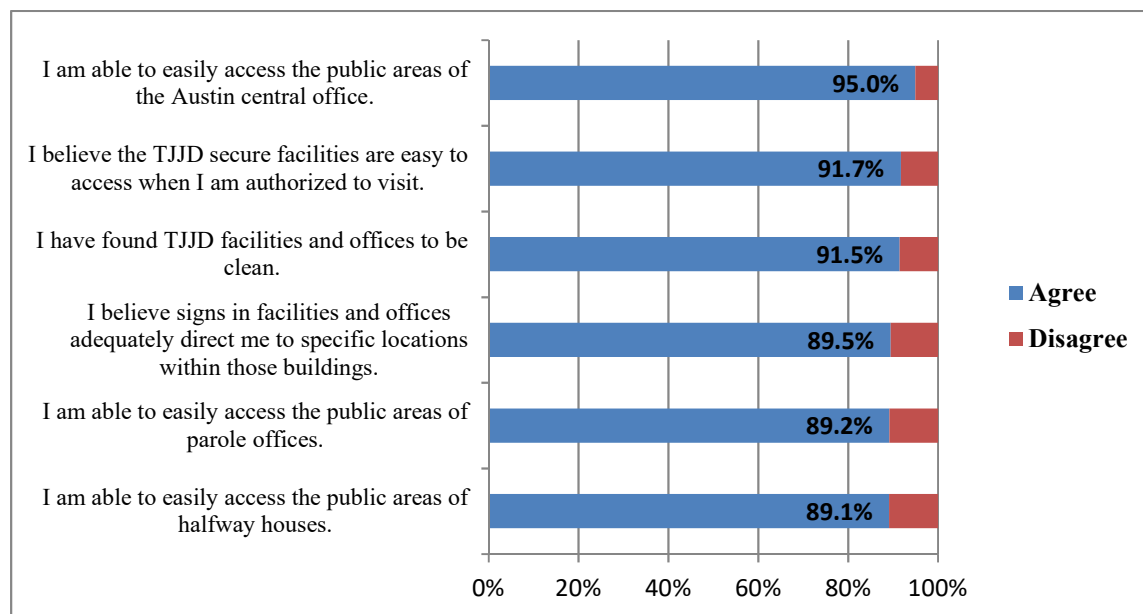


TJJD Offices and Facilities

Survey respondents had favorable feedback on the accessibility of TJJD Austin headquarters, secure facilities, parole offices, and halfway houses. In addition, more than nine in ten respondents agreed that they found TJJD facilities and offices to be clean.

Suggestions for improving TJJD facilities and offices primary included campus maps and visitation. Several respondents would like more directions to dorms, better communication between front gate and staff, and improved check-in procedures. Respondents also mentioned improved cleaning, for example restrooms and chapel, and use of electronic instead of paper files.

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

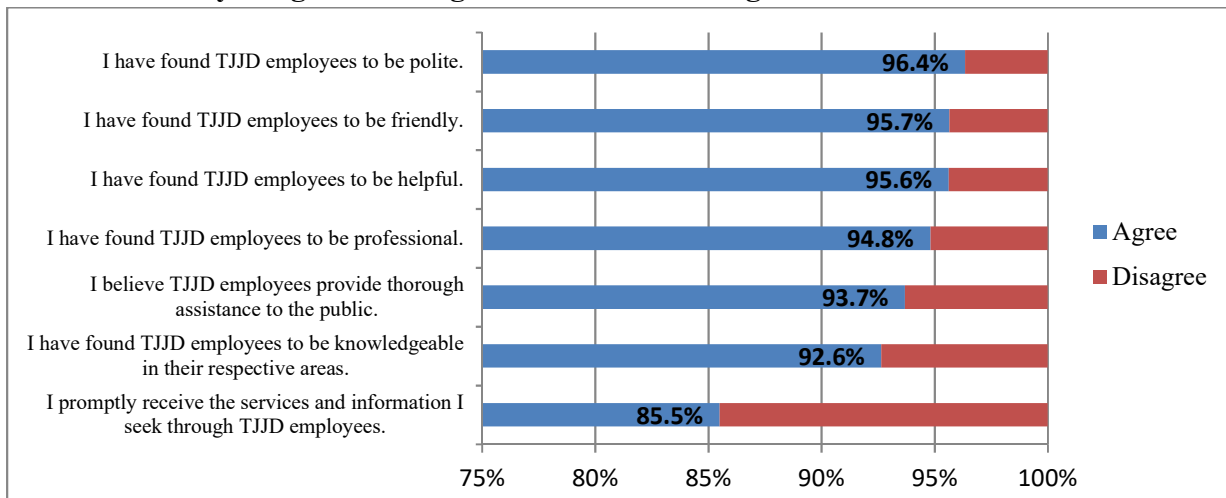


TJJD Staff

Customers had particularly positive feedback on TJJD staff. Over 94 percent of respondents agreed with statements that they found employees polite, friendly, helpful, and professional. Nearly as many indicated they found TJJD employees provide thorough assistance to the public and are knowledgeable in their respective areas. Positive comments from respondents included, “All TJJD officials that I work with are amazing,” “The staff of the Ron Jackson Intake Department do an awesome job,” and “The Chaplaincy, Volunteer Services and chapel JCO are excellent to work with and exceptional in their commitment to both the youth and volunteers.”

There is room for improvement, however, in staff accessibility and providing information to the public and youth. Specific comments included, “Public information (ex. a Power Point presentation about TJJD) from a unit representative is [difficult] to come by,” “Assessable [sic] to the probation field by having them visit JPDs/facilities to provide TA or support,” and “Sometimes it is difficult to reach a case worker.” Several respondents mentioned the need to provide accurate information and keep agreements.

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

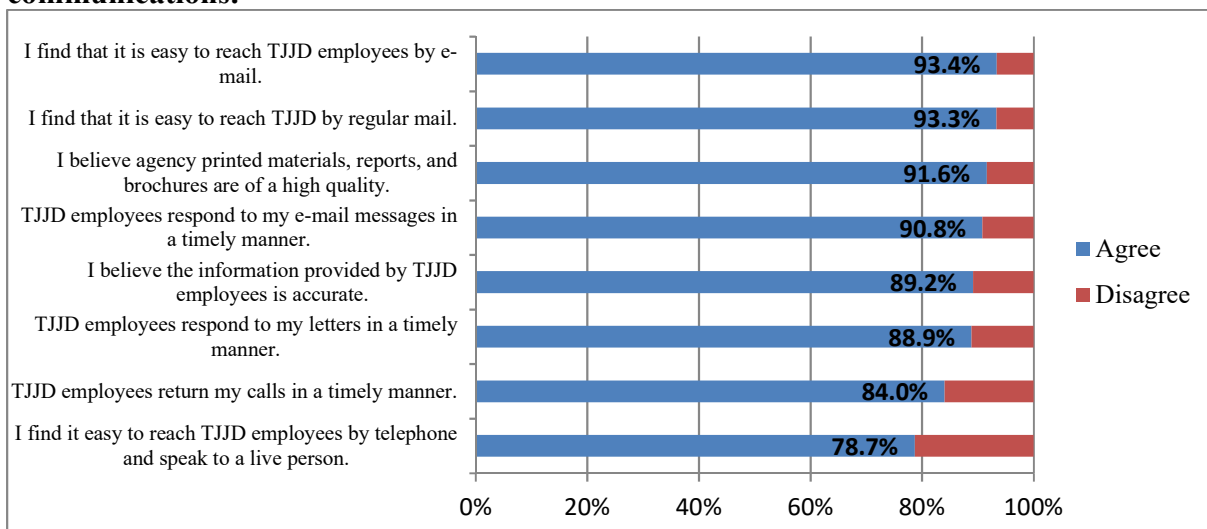


TJJD Communication

Over 93 percent of survey respondents indicated that access to TJJD via email and regular mail is easy. Nine of ten respondents agreed that agency printed materials, reports, and brochures are high quality and accurate and almost as many agreed that information provided by employees is accurate. Agreement with timely response times was highest for email messages (over 90%), followed by letters and calls. Respondents were less likely to agree that easy to reach a TJJD employee by phone and speak to a live person with slightly over three-fourths agreement.

Respondents identified some concerns about communication from TJJD. Examples of comments include, “Hire more staff so key employees have time to communicate,” “I would like the case managers to call and update me on the young man I am mentoring,” and “Please update the flyers found on the website.”

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

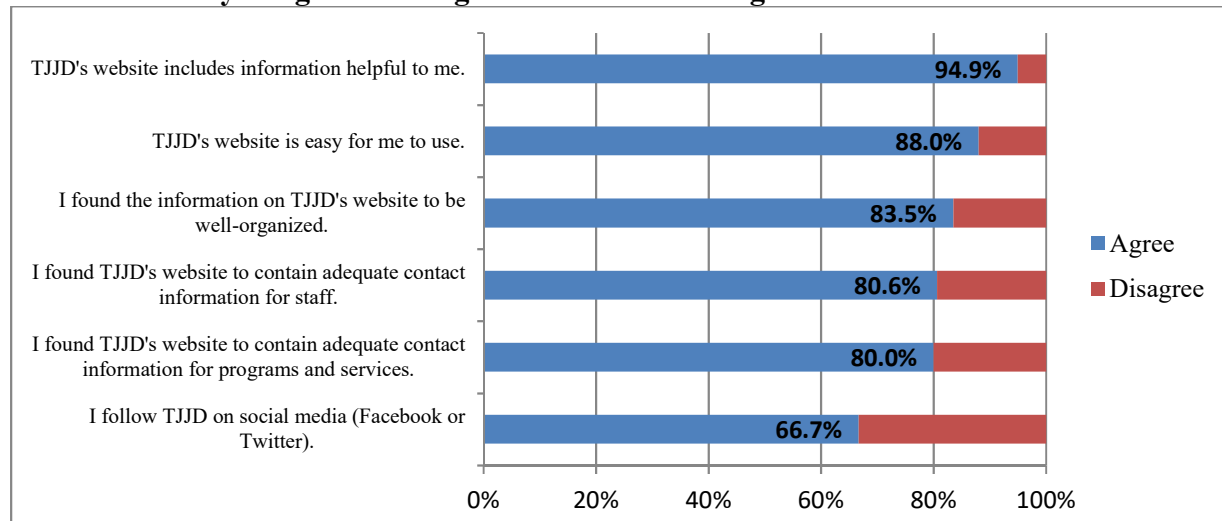


TJJD Website

Overall, respondents agreed that the TJJD website includes helpful information and is easy to use. A slightly smaller percentage of customers, 84 percent, indicated they feel the website is well-organized. About 20 percent of respondents would like to see additional contact information posted online, both for staff and for programs and services. Two-thirds of respondents reported following TJJD on social media (Facebook or Twitter). This is comparable to general Facebook use by U.S. adults (Facebook 68%, Twitter 24%).²

Respondent comments focused the need for contact information (“With all the staff changes, it is [sometimes] difficult to find the correct contact information for staff”) and current information in forms, flyers, and reports.

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



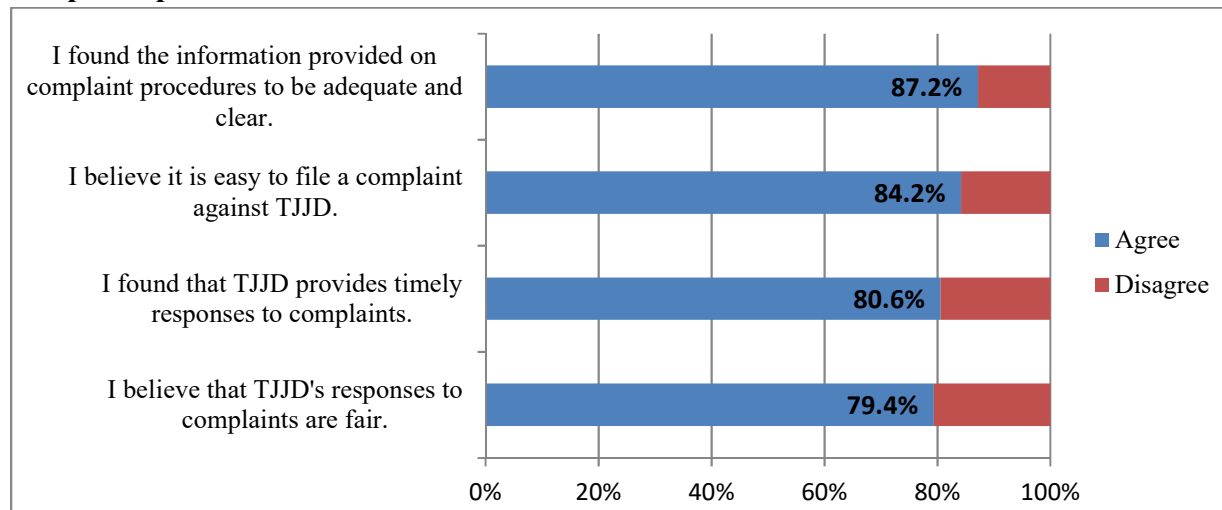
TJJD Complaint Process

The majority of TJJD’s customers did not have any experience with TJJD’s complaint process. Almost three-quarters of survey respondents answered “not applicable,” or skipped questions related to the agency’s grievance procedures. Among those who have experience with the agency’s complaint process, at least eight in ten agreed the information provided on complaint procedures is adequate and clear, it is easy to file a complaint, and response is timely. Respondents indicated lower levels of satisfaction that responses are fair.

Few respondents offered specific suggestions for improving the complaint process, however those that did focused on responsiveness and availability of results.

² Pew Research Center (2018, March). *Social media use in 2018*. Retrieved May 24, 2018, from <http://www.pewinternet.org/2018/03/01/social-media-use-in-2018/>.

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 variety 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 thorough 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 are dissatisfied, they may submit their complaint to multiple systems, including the Office of Inspector General, the TJJD Youth Grievance System, and to a TJJD 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 correct response and feel their complaint was unresolved. The filing of a complaint does not imply that wrongdoing has occurred.

Slightly over 7,000 youth grievances were filed in fiscal year 2017, over 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 rules and policies, youth records, medical bedside, or parole. Following the bulk of grievances involving basic rights violations, staff conduct, local authority, and discipline, less than a quarter of all grievances were filed for the remaining categories.

Youth Grievances Fiscal Year 2017		
Category	Total	Percentage
Basic Rights Violation	2323	33%
Staff Conduct	1837	26%
Local Authority	924	13%
Discipline	763	11%
Hygiene	163	2%
Facility Conditions	155	2%
Personal Property	139	2%
Transfer Request	133	2%
Medical Treatment	109	2%
Specialized Treatment Programs	92	1%
Medical Access	60	1%
Education	58	1%
24 Hour Emergency	56	1%
Medical Needs	54	1%
Security	52	1%
Void/Issued But Not Used	47	1%
Conference Request	36	< 1%
Recreation	29	< 1%
Mental Health	25	< 1%
Rule or Policy	20	< 1%
Lost or Destroyed	19	< 1%
Youth Records	16	< 1%
Medical Bedside	4	< 1%
Parole	1	< 1%

Survey Responses by Customer Group

Survey responses varied by customer group. These results are reported for juvenile probation department staff, volunteers, and general public. The remaining groups had less than 10 respondents and are not reported separately. All results by group are interpreted with caution because of small sample sizes. The question regarding following TJJD on social media is new to the survey and considered a neutral question in terms of satisfaction.

Among the different customer groups, overall satisfaction was highest for volunteers and juvenile probation department staff with over 90 percent reporting being “very satisfied” or “satisfied.” These groups also reported higher agreement compared to the general public on most service indicators. All groups reported lower than 90 percent agreement with reaching TJJD employees by telephone, contact information on the website, and timely, fair responses to complaints.

For juvenile probation department staff, agreement with positive statements about TJJD was high for TJJD offices and facilities, TJJD staff, and TJJD communication overall. Respondents were also satisfied that the website includes helpful information and is easy to file a complaint against TJJD. Respondents were least satisfied with reaching TJJD employees by telephone and contact information on the website.

Volunteers reported the highest agreement with most of the statements about TJJD offices and facilities, TJJD staff, TJJD communication, and TJJD website. These respondents were least satisfied with the majority of statements regarding the complaint process.

The general public respondents represented a diverse group (advocates, experts in juvenile justice and corrections, grant partners, mentors, professors, retired employees). The highest levels of agreement were that TJJD employees are polite, friendly, and helpful. They reported lower levels of agreement for statements related to access to public areas of some locations, information, and responsiveness. This group had the highest percentage of respondents who follow TJJD on social media.

TJJD Customer Service by Group

Indicator	All Groups (n=142)	Juvenile Probation (n=67)	Volunteer (n=61)	General Public (n=10)
Overall Satisfaction	Satisfied (vs. Dissatisfied)			
	93%	92%	96%	83%
TJJD Offices and Facilities	Agree (vs. Disagree)			
1 I believe the TJJD secure facilities are easy to access when I am authorized to visit.	92%	92%	95%	75%
2 I am able to easily access the public areas of parole offices.	89%	96%	100%	50%
3 I am able to easily access the public areas of halfway houses.	89%	87%	100%	63%
4 I am able to easily access the public areas of the Austin central office.	95%	95%	100%	83%
5 I believe signs in facilities and offices adequately direct me to specific locations within those buildings.	89%	93%	86%	83%
6 I have found TJJD facilities and offices to be clean.	91%	98%	90%	75%
TJJD Staff				
7 I have found TJJD employees to be polite.	96%	97%	98%	89%
8 I have found TJJD employees to be friendly.	96%	97%	97%	89%
9 I have found TJJD employees to be knowledgeable in their respective areas.	93%	94%	95%	78%
10 I have found TJJD employees to be helpful.	96%	97%	97%	89%
11 I have found TJJD employees to be professional.	95%	97%	97%	78%
12 I believe TJJD employees provide thorough assistance to the public.	94%	96%	94%	86%
13 I promptly receive the services and information I seek through TJJD employees.	85%	84%	91%	67%
TJJD Communication				
14 I find it easy to reach TJJD employees by telephone and speak to a live person.	79%	73%	87%	78%
15 TJJD employees return my calls in a timely manner.	84%	81%	91%	78%
16 I find that it is easy to reach TJJD employees by e-mail.	93%	95%	96%	63%
17 TJJD employees respond to my e-mail messages in a timely manner.	91%	92%	94%	63%
18 I find that it is easy to reach TJJD by regular mail.	93%	93%	100%	80%
19 TJJD employees respond to my letters in a timely manner.	89%	93%	92%	60%
20 I believe agency printed materials, reports, and brochures are of a high quality.	92%	93%	95%	75%
21 I believe the information provided by TJJD employees is accurate.	89%	90%	94%	67%
TJJD Website				
22 TJJD's website is easy for me to use.	88%	86%	93%	88%
23 TJJD's website includes information helpful to me.	95%	97%	96%	75%
24 I found the information on TJJD's website to be well-organized.	84%	82%	93%	75%
25 I found TJJD's website to contain adequate contact information for staff.	81%	76%	91%	86%
26 I found TJJD's website to contain adequate contact information for programs and services.	80%	77%	88%	86%
27 I follow TJJD on social media (Facebook or Twitter).	67%	65%	58%	83%
TJJD Complaint Process				
28 I believe it is easy to file a complaint against TJJD.	84%	91%	73%	75%
29 I found the information provided on complaint procedures to be adequate and clear.	87%	86%	92%	75%
30 I found that TJJD provides timely responses to complaints.	81%	86%	71%	60%
31 I believe that TJJD's responses to complaints are fair.	79%	86%	71%	50%

Key

>= 90%

< 80%

Next Steps

Overall, TJJD’s customers are satisfied with the agency’s service. However, improvements are necessary in response times. TJJD is in the process of adopting a new website, which will improve problems some customers shared regarding access to information on the website, one of the lowest areas of satisfaction. Further, TJJD will have a link to the survey up year-round on the agency’s website. TJJD also plans to combine the customer service survey with the annual volunteer survey to gather a larger sample size in the future.

Compared to last biennium, the agency received a smaller group of respondents in the satisfaction survey. Although two of the agency’s largest customer groups (local juvenile probation departments and volunteers) continued to have the most respondents, the input from families of agency youth and victims of juvenile crime is extremely low. The agency will seek more opportunities to reach out to families and victims in order to increase their participation in future customer satisfaction surveys. Providing the survey year-round, and having more pointed attempts to bring those groups in as respondents, will facilitate improvements in participation and results analysis.

Performance Measures

The Legislative Budget Board (“LBB”) has created generic customer-related performance measures for all state agencies.

	2016	2018	2020 (Expected)
Outcome Measures			
Percentage of Survey Customer Respondents Expressing Overall Satisfaction with Services Received	87%	90%	93%
Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery	17%	17%	17%
Output Measures			
Number of Customers Surveyed	501	142	300
Number of Customers Served	4,632	4,332	4,300
Efficiency Measure			
Cost per Customer Surveyed	\$0.00	\$0.00	\$0.00
Explanatory Measures			
Number of Customers Identified	6	6	6
Number of Customer Groups Inventoried	6	6	6

Conclusion

The Customer Satisfaction Survey for 2018 sought feedback on quality elements relating to facilities and offices, staff, communications, the agency website, the complaint process, and the overall satisfaction with the work of the Texas Juvenile Justice Department. A total of 142 external customers provided responses and comments for improvement in agency service areas. Overall satisfaction with TJJD improved from the 2016 survey, with 90% of respondents indicating they were either “very satisfied” or “satisfied” with the agency.

Respondents were asked questions regarding the access to, and cleanliness of, TJJD’s facilities and offices. Ninety-five (95%) percent of respondents felt satisfied with access and cleanliness of the Austin office, while 92% reported satisfied with access and cleanliness of our facilities. Survey respondents provided feedback on ways to improve, including providing campus maps, increasing communication between the front gate and staff, and improved check-in procedures.

Respondents also provided feedback on the professionalism, knowledge, and helpfulness of TJJD staff. The majority of the respondents felt satisfied with the politeness, friendliness, helpfulness, and professional demeanor of TJJD staff, with over 95% of respondents reporting satisfied in each of those categories. Open-ended responses indicated some areas of improvement, particularly in staff’s providing information to the public and youth. Some respondents indicated difficulty in reaching certain staff. TJJD is committed to meet the needs of our customers and improve response times to services, information, and phone messages.

Around 93% of all respondents expressed satisfaction with email and mail communication. However, responses highlighted areas of needed growth. Specifically, only 89% of respondents believed the agency provided accurate information in all communication. The upcoming restructure of TJJD’s website will likely increase satisfaction with communication and finding the right information.

Overall, the vast majority of respondents felt satisfied with facility and office accessibility, TJJD staff, and communication. The respondents indicated areas to improve in those categories and in regards to TJJD’s complaint procedures. Agency administration will look into what is currently being done in these areas and will seek to make our processes more efficient and continue to improve on accessibility and communication.