

Agency Mission Survey

The information presented below is the compilation of the responses to the survey sent to Department of Juvenile Justice staff regarding the agency’s mission, vision, and values. A total of 334 surveys were completed.

Weighted Scores for the Agency Values

The table below provides the rankings of the agency values as voted upon by the staff completing the survey. Staff were asked to choose the top five values from a pre-defined list of twenty-five values. Points were then assigned to each entry such that ranking a value as #1 counted as 5 points, #2 – 4 points, #3 – 3 points, #4 – 2 points, and #5 – 1 point. After the points were assigned, they were then totaled to provide an overall weighted score for each value. The table shows the total score for each value (sorted by highest score to lowest score), along with the count of how many times that value was selected by respondents. Results are also shown based on survey completion type (online v. hardcopy).

Value	Online		Hardcopy		Total	
	OCount	OScore	HCount	HScore	TCount	TScore
Knowledgeable/Competent	168	676	59	14	227	690
Professional	118	380	65	23	183	403
Teamwork	124	332	92	23	216	355
Honest	85	276	43	17	128	293
Mission Focused	74	281	21	6	95	287
Effective Communication	83	266	39	10	122	276
Respectful	76	241	44	17	120	258
Committed to Excellence	68	234	38	11	106	245
Problem Solver/Solution Focused	80	208	24	6	104	214
Dedicated	80	207	13	6	93	213
Caring/Empathetic	66	169	17	8	83	177
Responsible	52	156	31	11	83	167
Community Involvement/Collaboration	64	157	9	4	73	161
Effective	50	131	22	9	72	140
Passionate	36	93	6	4	42	97
Embracing Change/Adaptable	37	76	7	4	44	80
Efficient	20	48	7	5	27	53
Takes Initiative	24	45	5	1	29	46
Creative	21	43	2	1	23	44
Engaged	15	37	4	2	19	39
Persistent	9	16	14	5	23	21
Anticipatory	6	13	6	3	12	16
Forthright	7	15	0	0	7	15
Self-respecting	4	9	16	4	20	13
Accommodating	2	4	0	0	2	4

Qualitative Analysis of Survey Questions Related to the Agency Mission, Vision, and Values

Once the survey was closed the responses to the mission, vision, and other feedback questions were placed into NVivo, a qualitative data analysis software. The answers were then coded into meaningful themes. The data and codes were examined by three researchers to ensure that the coding was done correctly. The themes that emerged from the data are presented below, with accompanying examples of actual full-text survey responses.

A total of 334 completed surveys were submitted either online or in hardcopy. The results below were condensed from the valid responses (answered questions) to the open-ended survey questions.

Mission (195 valid responses)

Question: Please provide your feedback regarding DJJ's new mission statement. Please feel free to come up with your own mission statement.

The mission statement as proposed in the survey was: *The Virginia Department of Juvenile Justice protects the public by preparing juvenile offenders to be successful citizens.*

Common Coding Themes:

- Liked the New Mission Statement
- Successful Youth
- Language Change
- Public Safety
- Balance Approach/Accountability
- Families
- Education/Training

Liked the New Mission Statement

73 respondents liked the new mission statement as provided in the survey (37.4% of valid responses). Many of these respondents still suggested additions or modifications, including accountability, competency, and community partnerships.

- Appropriate as it addresses the responsibility to the public from a safety perspective as well the means of doing so, by increasing competence in the delinquents we work with. It's very direct, to the point and easily communicated.
- A good mission statement, but are we doing the 'best' we can to implement it?
- I feel that is an excellent mission statement if the Department actually works towards that goal. There are several programs in place within DJJ that are geared towards helping juvenile offenders become successful, productive members of society upon their release. My experience is that the Department itself does not provide the needed support to those programs. With that support DJJ may greatly reduce the rate of recidivism for juvenile offenders who have had access to those programs.
- The mission statement is ok but doesn't address the need to let the public know that DJJ is also holding

the juveniles accountable for their actions, and preparing juveniles offenders to be accountable and successful law abiding citizens.

- The new mission statement is a good start but I would suggest incorporating something to address the department's agenda to foster accountability in young people involved with the criminal justice system.
- The mission statement is succinct and I like it. I would like to see something added however, about our use of collaboration with community partners.
- I like the new mission statement. It is simple and to the point. The very core of what our job is. I do notice that it encompasses probation and parole...but this kind of leaves out the whole component of intake?
- In my opinion this sums up the job of every employee who works with juvenile offenders, but shouldn't the statement include accountability?

Successful Youth

36 respondents mentioned successful youth in their proposed mission statement (*18.5% of valid responses*).

- I think the mission statement should focus more on the juveniles and less on the public. I believe the purpose of our agency is to make juvenile offenders successful citizens, and that protecting the public is a secondary responsibility. The sentence reads that the Department's mission is about the public more than about the juveniles.
- "Successful Youth, Strong Families, Safe Communities" I believe this is a very strong statement. I know in our unit, this is what we strive for and is our main accomplishment. Not only do we put a big effort towards our Youth, we also families and communities!
- The Virginia Department of Juvenile Justice strives to protect the public by offering juvenile offenders the programs and services necessary to become successful citizens.
- The Virginia Department of Juvenile Justice protects the public by preparing youthful offenders to become successful citizens by strengthening families and forging relationships with community resources.
- The mission of the Virginia Department of Juvenile Justice is to protect the public by developing the juvenile offenders to be productive tax- paying citizens. The agency promotes education and treatment to enhance active and creative minds and to expand their sense of understanding for self and others.
- The mission of the Virginia Department of Juvenile Justice is to protect the public by rehabilitating, educating, and holding juvenile offenders accountable for their actions in order to prepare them to be successful citizens of the Commonwealth.

Language Change

31 respondents suggested that the language in the revised mission statement be changed (*15.9% of valid responses*).

- I think to say "court-involved youth" would be better than "juvenile offenders" as a portion of the youth that we provide services to as an agency are not major offenders and society as a whole tends to view "offenders" as those unable or incapable of being "successful citizens."
- The VA Dept of Juvenile Justice protects the public by educating and training offenders to become responsible and productive citizens. *the word successful puts pressure on folks as it is measured differently by each person's values. My definition of success for me is different from what others perceive my success as. I don't suggest using the word successful*
- I think the mission statement should focus more on the juveniles and less on the public. I believe the

purpose of our agency is to make juvenile offenders successful citizens, and that protecting the public is a secondary responsibility. The sentence reads that the Department's mission is about the public more than about the juveniles.

- It is important to revisit the agency's marketing language from time to time. If the mission statement is completely consistent with and inclusive of the responsibilities outlined in the Code, it should work. The new statement is smooth (marketing) but its logic is disjointed (mission). This statement treats juvenile offenders as an object, not a subject. Like it or not, they are as much our clients as "the public." Taxpayers and other clients pay for us, we don't choose them. You should identify our client groups in a formal way, if only to have it in your back pocket to defend the mission statement. Someone will ask about it. Please focus on best outcomes with as little ideology as possible.
- The statement is too brief and focuses only protecting the public. Few people in the community see DJJ as a "protective" element of the Virginia State Government. The focus should be on restoration, rehabilitation, education, and enablement for future success.
- Sorry but what this mission statement says to me is that we are moving to a more punitive set of values and away from treatment. Treatment equals rehabilitation and it seems to me that the last mission statement meets all the requirements as outlined above. It matches our current behavior program also. A program, I might add, that the department has spent hundreds of thousands of dollars on to develop, implement, and maintain not to mention all the hours to train staff. Is it perfect? No but it's flexible enough to refine and change when necessary. I have been with the department for 18 years and am a member of the treatment staff. I think it is disastrous to move further away from treatment than has already happened in the last 3 or so years. The above mission statement implies a very simple approach to juvenile justice and it is anything but simple; it is a blunt "comment" which indicates a true lack of caring and concern for the youth of our state. "Juvenile offender" does not equal "criminal" but the above mission statement makes that illogical jump and the public will also. Quite frankly, it lacks imagination and is embarrassing.
- Adding re-entry and accurate assessment and targeting of needs to make the youth successful.
- I think the newly proposed mission statement is rather brief as DJJ provides so much more than that. One change to the above I would suggest is: "...by assisting juvenile offenders to become successful citizens."
- I think this is fine; however I am not sure about using the word offenders.
- The statement seems overly broad with little guidance or focus.
- The Virginia Department of Juvenile Justice protects the public by holding juvenile offenders accountable for their actions while teaching them skills to be successful citizens. The words "juvenile offenders" bothers me. When I read "juvenile offender" I instinctively picture a juvenile that has been convicted and actually has been sentenced to one of our juvenile correctional facilities. ... Our cases are so broad in range, not sure there is one label that fits, but the word offender does rub me the wrong way.
- Should say something like: The Virginia DJJ protects the public by rehabilitating juvenile offenders providing them with the necessary tools to become successful citizens.
- Change "successful" to "productive". Success is determined by each individual which may be different for someone else.

Public Safety

30 respondents included public safety as part of a revised mission statement (15.4% of valid responses)

- The Virginia Department of Juvenile Justice protects the public by effectively assessing, supervising, treating, and planning for the community re-entry of juvenile offenders.

- The Virginia Department of Juvenile Justice in collaboration with the parents/and/or legal guardians, and the community, help prepare juvenile offenders to be successful citizens while making our schools, communities, and workplaces a safer environment.
- The Mission of the Department of Juvenile Justice is to Reduce Crime by providing programs and institutions which both prevent and intervene in the conditions of individuals and families that lead to delinquency and by protecting the public by holding youth and parents accountable to needed changes.
- The Virginia Department of Juvenile Justice protects the public by preparing youthful offenders to become successful citizens by strengthening families and forging relationships with community resources.
- The mission of the Virginia Department of Juvenile Justice is to protect the public by developing the juvenile offenders to be productive tax- paying citizens. The agency promotes education and treatment to enhance active and creative minds and to expand their sense of understanding for self and others.
- Virginia Department of Juvenile Justice: Providing rehabilitation, education, and treatment to ensure public safety and successful re-entry into the community.

Balanced Approach/Accountability

25 respondents mentioned “balanced approach” or “accountability” in their suggested mission statement (12.8% of valid responses).

- Our mission statement could also include other elements of our Balanced Approach. As a suggestion, modification of the new mission statement might read: The Virginia Department of Juvenile Justice protects the public by holding juvenile offenders accountable for their actions and by providing them with the necessary skills to become successful citizens.
- I think that the new mission statement gets away from the balanced approach of justice which equally distributed our role as PO's between accountability, competency development, and community protection. This new mission statement focuses our major job as community protection.
- I would expand how we would prepare the juvenile offenders. I would address the three areas that compromise our work, competency development, accountability, and community safety. Such as ... preparing juvenile offenders by holding them accountable (accountability) for their behavior, developing deficient skills (competency development), and ultimately making the community safer by appropriate placements for those individuals who do not comply (community safety.)
- To provide professional support and guidance in the areas of security, healthcare, counseling, probation, and education to the residents in our care while maintaining safety, integrity and accountability to the community, families, and partnering agencies as criminal justice employees.
- I think the shorter mission statement is an improvement over the former mission statement. I prefer the phrase "providing opportunities for juvenile offenders to become successful citizens" over "preparing juvenile offenders to be successful citizens." Because the mission should apply to the entire agency, I think the word "prepare" fits more for juveniles further in the system who receive more intensive services but does not fit with juveniles at intake whose cases are resolved or diverted. I also wish the word "accountability" could be incorporated. Finally, this mission does not make much sense for the DR/CW cases; however, that would be difficult to include.
- The mission of the Virginia Department of Juvenile Justice is to protect the public by rehabilitating, educating, and holding juvenile offenders accountable for their actions in order to prepare them to be successful citizens of the Commonwealth.

Families

20 respondents mentioned the need to include language pertaining to the work that is done with the families of the juveniles served (10.3% of valid responses).

- The mission statement says nothing about our other work with families. A good portion of our work does not deal with juvenile offenders. (Custody, Support, Protective Orders, etc.)
- The Virginia Department of Juvenile Justice in collaboration with the parents/and/or legal guardians, and the community, help prepare juvenile offenders to be successful citizens while making our schools, communities, and workplaces a safer environment.
- I don't think the new mission statement is bad; however, it fails to mention the family component. For the most part, we know that juveniles can only be successful when they have appropriate support. It would be best to try and focus on the natural supports of the juvenile so that when he/she is no longer on probation or parole they have a better chance at continued success and the public remaining safe.
- Like the mission statement but I think something involving servicing the juvenile's family should be incorporated.
- Seems like there should also be mention of families. Half our business deals with domestic relations & family issues. Also, maybe add more to describe a "successful citizen" folks could interpret that in different ways.
- I know we must address the families in the mission statement. That is the major way a juvenile will be successful citizen.
- A significant amount of staff time and DJJ resources (funding) are expended in DJJ's involvement with youth. Families and other agencies are critical. I suggest that the importance of these entities be acknowledged.
- Empower Families to Raise Responsible, Caring, Considerate Children who are Productive American Citizens

Education/Training

17 respondents added language to the mission statement related to education/training (8.7% of valid responses).

- I would change "by educating and training juvenile offenders to be productive citizens"
- The VA Dept of Juvenile Justice protects the public by educating and training offenders to become responsible and productive citizens.
- You might want to add a little more to the above description, expanding on how the juvenile offenders are prepared to become successful citizens, i.e. education, counseling, work programs.
- To provide positive values in youth whose impressions of life, and themselves, are often misleading, misguided and therefore problematic. While teaching of marketable skills w/ training and education that will encourage and assist youth to be productive citizens upon release.
- The mission of the Virginia Department of Juvenile Justice is to protect the public by developing the juvenile offenders to be productive tax- paying citizens. The agency promotes education and treatment to enhance active and creative minds and to expand their sense of understanding for self and others.

Other Notes

- 12 (6.2% of valid responses) respondents preferred the old mission statement.
- 13 (6.7% of valid response) respondents would include language related to rehabilitation.
- 13 (6.7% of valid response) respondents would include language related to the community or community involvement.
- 12 (6.2% of valid responses) respondents believed that the revised mission statement lacked depth.

Vision (165 valid responses)

Question: The VISION is a description of the ideal future state of the organization. It describes the organization at its best, i.e., where the organization intends to be in the future or where it should be to best meet the needs of stakeholders. Based on the definition of a vision statement, please develop a vision statement for DJJ.

Common Coding Themes:

- Successful Youth
- Workforce
- Public Safety
- Service Provision
- Successful Families

Successful Youth

103 respondents mentioned “successful youth” in the vision statement (62.4% of valid responses).

- By partnering with the parents/and/or legal guardians and the community, every child will have the opportunity to have a successful education and future which will enable them to become outstanding citizens and role models within our communities. We will add value to each child's life through all of our services and relationships while making our schools, communities, and workplaces a safer environment.
- To always strive to give our best efforts in serving the juveniles and families with whom we work. To always behave professionally; be a strong, positive role model. Make the best effort to give the juveniles with whom we work the skills and tools to become productive adults, show them through hard work that this is an achievable goal.
- Investing in youth to create a brighter future.
- I would add to decrease recidivism by providing more job opportunities, education to offenders returning to the communities... and provide diversion programs using DJJ as a last resort for drug abusing/dealing offenders.
- Our vision is the reduce recidivism, reduce incarceration, and reduce the number of juveniles who are committed to the DJJ by providing community-based intervention programs, community and faith-based solutions, and community commitment to rehabilitation of our young people.
- Working together with community partners to provide safe communities, rehabilitated youth and productive citizens.
- DJJ is resolved to provide all possible interventions, including rehabilitation and sanctions, to reduce reoffending and minimize possible future victims by balancing (i) juvenile accountability, (ii) rehabilitation, and (iii) victim's rights/restorative justice.
- DJJ personnel will serve their citizens, youth and community partners in a professional, engaged and empathetic manner while being mission focused and committed to excellence, thus promoting community safety, preventing delinquency, reducing recidivism and increasing accountability.
- DJJ shall provide support, structure, and limits to our clients and their families so that both the public and the clients best interests are met.
- Youth are given all the resources and attention they need to develop into productive citizens. The community is safe and actively involved in the juvenile development and justice process. The organization

environment is open to new ideas and is inclusive, learning, problem solving. It is a hotbed of evidence based practices and creative development of new services. Employees feel and are valued and their skills utilized. Caring for the public and clients shows in everything we do. Caring and respect for each other shows in highly professional behavior, supervision, and interaction with the public. Management is forthright, team oriented, creative and visionary. Respect is shown for all.

- To protect the public by being knowledgeable and competent through effective training and communication by being honest, caring and empathetic while solving problems and providing opportunities for juveniles making them responsible and productive citizens while out in the community, at school or with their family.
- The Department of Juvenile Justice takes pride in providing public safety to citizens by assuring all delinquents are offered opportunities for change to reduce risk factors of re-offending by innovative approaches and proven practices which identify needs of the juvenile and their family, provide safe and secure confinement for delinquents who have been identified as a danger to the community. And promote offender accountability to victims and communities, and build skills and competencies of youth to become responsible citizens.
- The vision of the Department is to provide the citizens of the Commonwealth with safe communities by being proactive in preventing or reducing recidivism, improving the lives of our youth through better overall functioning, and through the use of community partnerships to assist in meeting the needs of our youth to provide our communities with safe and stable families.

Workforce

44 respondents made mention of employees/workforce being important to the Department's vision (26.7% of valid responses).

- The Dept. of Juvenile Justice is committed to hiring and retaining professional and competent staff who are knowledgeable in evidenced based practices and empathetic to the needs of juvenile offenders and their education and training to become productive citizens. They will implement solution focused practices in collaboration with parents, police, community shareholders and therapeutic practices to assist the youth in preventing further criminality.
- To be a competent and professional work force dedicated to bettering the lives of the juveniles and their families whom we work with.
- DJJ personnel will serve their citizens, youth and community partners in a professional, engaged and empathetic manner while being mission focused and committed to excellence, thus promoting community safety, preventing delinquency, reducing recidivism and increasing accountability.
- In order for an agency to be all that it can be, it must honor its human resources as invaluable to the agency mission by developing leadership that respects open channels of communicates, that listens, and that respects employee input. Including employees as stakeholders is, in my opinion, critical to the successful merger of DJJ and DCE.
- Dedicated Staff + Productive Families= Successful Communities
- The Department of Juvenile Justice commits to excellence by embracing change, increasing professionalism, dedication and teamwork.
- Our vision is for the organization to be focused totally on our youth, families, and communities now and in the future with proper staffing, training, and up to date technology!
- Competent, knowledgeable and professional staff partnering with all agencies to assist youth and their families become productive, law abiding citizens.
- Professional staff, best practices, lasting redirection of youth.

Public Safety

39 respondents mentioned “public safety” in the vision for the Department (23.6% of valid responses)

- Protect Virginians by providing skills based series of skills and education which will enhance the adolescent's probability of successful adjustment
- The Virginia Department of Juvenile Justice protects citizens of the Commonwealth by assisting families of juveniles at risk of court involvement and delinquent juveniles to be successful individually, in their family, and in their community.
- The Virginia Department of Juvenile Justice will offer the best programs and services while protecting public safety and ensuring that juvenile offenders become successful citizens in the United States.
- To thoroughly assess the needs of the youth that we work with and coordinate supportive services/programs to make the youth successful and improve community safety.
- The Department of Juvenile Justice strives to provide protection of the public by the incorporation of appropriate expectations, guidelines, and services to insure maximum offender reform.
- To provide a safer community for our families in an effort to have productive, self-respecting, community involved, youth that are proud to be part of their own future, as well as, the future of others.
- Aspiring to improve and protect communities by supporting youth and families to strive to their potential.
- Safety through rehabilitation.

Service Provision

38 respondents mentioned service provision (to include prevention/intervention and education/training) in the vision for the Department (23.0% of valid responses).

- To provide services and programs to enable offenders to become productive citizens within communities.
- A safe, productive community of youth and families being provided programs and services enabling them to be successful in their own communities, both in school and at work.
- Providing the most effective services to the juveniles that need them (Providing appropriate services at appropriate levels for the appropriate juveniles)
- DJJ is the organization that provides juvenile justice services and resources to delinquent youth, and families and thereby effectively protects the public.
- EDUCATE, TRAIN AND ASSIST JUVENILES AND FAMILIES TO BECOME FUTURE/GOAL FOCUSED
- It is the vision of the Department of Juvenile Justice to minimize criminal recidivism through a combination of education, discipline and rehabilitative therapy and return juvenile offenders to society with a much better chance of succeeding as productive citizens.
- The Vision of the Virginia Department of Juvenile is to be the leader in preventions and Interventions in the lives of troubled youth and families and to provide programs and facilities that competently deliver corrective and rehabilitative services that promote safety and community quality of life.

Successful Families

29 respondents mentioned successful families in their vision for the Department (17.6% of valid responses)

- The Virginia Department of Juvenile Justice protects citizens of the Commonwealth by assisting families of juveniles at risk of court involvement and delinquent juveniles to be successful individually, in their family, and in their community.
- The Department of Juvenile Justice hold public safety as our highest priority, we will do our best to assist youth and their families in making positive change but never hesitate to hold individuals accountable to the laws and expectations of this Commonwealth.
- Reclaiming juveniles, preparing families, and bettering our communities.
- Meeting children and families where they are at and working towards where they need to be.
- A safe, productive community of youth and families being provided programs and services enabling them to be successful in their own communities, both in school and at work.
- Safer communities, competent youth, empowered families.
- Within the next five years the Virginia Department of Juvenile Justice will have helped juvenile offenders be more productive citizens by providing them and their families with the services and skills necessary to look to the future with anticipation.
- Helping Families - One Youth at a Time

Other Notes

- 25 respondents (15.2% of valid responses) stated that they would keep the current vision statement.
- 17 respondents (10.3% of valid responses) mentioned “collaboration” with families and state/local partners in their vision statement.
- 12 respondents (7.3% of valid responses) mentioned “rehabilitation” in their vision statement.
- 12 respondents (7.3% of valid responses) mentioned “balanced approach” and/or “accountability” in their vision statement.

Other Thoughts/Suggestions (76 valid responses)

Question: Please provide any other thoughts you have regarding DJJ's vision and values.

Common Coding Themes:

- Workforce
- Morale
- Other
- Communication
- Successful Youth

Workforce

33 respondents mentioned something about employees and/or the DJJ workforce in their response to the open-ended feedback question (43.4% of valid responses).

- DJJ values and visions are in their employees, but employees know this not to be true.
- I would like to see DJJ become an agency that 1.) Values the experience of seasoned workers while also recruiting new, qualified talent and 2.) Provides adequate training before implementing new initiatives or programs.
- The youth would be better served by doing away with the mounds of paperwork that is being continually created, keeping this paper work at a minimum, allowing employees to do their jobs. At this point and it appears to be continuing the focus is misdirected.
- I hope there is an appropriate place in your planning language, to state that employees are a valued resource.
- It is essential to emphasize the leadership and expertise of the Dept. in the juvenile justice and domestic relations system...and to also mention our intent to work collaboratively with like-minded agencies.....to mention in our values and strategies our key partnership with both law enforcement and human services organizations. The old mission statement from the 1990s was a good onebut the statement of "assisting the Courts" missed the mark because that is not the main purpose of the Courts(i.e. "To hold juveniles accountable"). I can see in the proposed mission statement some attempt to be briefer than the current one.....but would remind that if you really had to make it brief...."The Mission of the Virginia Department of Juvenile Justice is to Reduce Crime"
- Regardless of the mission, DJJ needs to take care of its employees. They cannot promote some without upgrading and increasing salaries for all. We all know it's the office workers who pick up the slack and do the majority of the work with no recognition.
- DJJ needs to stress the staff are professionals and maintain high expectations, while understanding that one size does not fit all.
- It feels that DJJ has lost sight of its system as a whole. DJJ continues to place more on employees and provide less. Staff have become overwhelmed and underappreciated. There are supervisors, deputies and directors who are making less than some of their staff. Even those with Master's degrees are making much less than those with bachelors. Staff who have given their entire lives to this agency are retiring with little to no recognition. Staff are asked to get training hours but are unable to do so due to being short staffed. Intake is asked to travel all hours of the day and night and are not getting mileage or travel compensation. The point system is unrealistic. BADGE is a good tool but does not have proper bandwidth to support the multiple users and becomes quite slow and cumbersome. Those of us who stay and work

with our youth and families do so because of a deep desire, but we often have to work two jobs to insure we can support our own families. It is hard to motivate employees.

- The vision and values of DJJ would be more realistic if their employees felt more appreciation and encouragement from administrators. Some employees do not feel they are being supported in ways to promote the values of DJJ sufficiently.
- I think the wording of the value statement can be carefully composed to include staff who do not work with the public. For instance, a statistical analyst or human resource tech does not work with the public but it needs to be clear they are on the same mission.
- GOAL: Hire and train a workforce capable of performing the highest level of professional services to residents in our care. VALUE: Partner with community volunteers and outside agencies dedicated to providing time, leadership, and services to various departments within our agency.
- Regardless of wordsmithing requirements; for an agency to be effective it must have internal consistency, commitment and coordination of energies, activities and services. The challenge is to incorporate changing trends and focal areas into the ongoing purpose of the agency; which at its core requires professionally trained and supported staff to deliver child and family specific supervision, services and sanctions based on identified risks and needs in order to create lasting behavioral change and develop responsible citizens. These things not only need to fit on a coffee cup or mouse pad, they need to embody the heart and soul of the people who dedicate their careers to providing life-changing services that transcend political winds of change.
- This department lacks a lot of respect and professionalism among its JCOs. This issue needs to be addressed and corrected because it affects the performance of everyone, which also affects the residents.
- I recommend that 360 degree feedback be provided as part of performance reviews, especially for supervisors and managers. Supervisors and managers need to be held accountable for the impact they have on employees. This is not currently practiced, and employees are not being heard and do not feel included. Employees are the Department's most valuable resource, and 360 feedback would help hold supervisors and managers accountable. Why bother to spend time with a mission statement--employees' opinions do not matter, do not count, and are not taken into account. Why would we think our opinions would matter for a mission statement? Believe it or not, there is a crisis of confidence in management. You have a lot of work to do before employees will begin to believe in you.
- I hope that at some point this "us vs. them" attitude of the blended staff will disappear and that the former DCE employees will no longer feel threatened and that their experience/opinions will no longer be marginalized. Only then can any mission/vision statement be fully embraced by all staff.
- Make sure that there is proper management and most important - Training - to accomplish the vision.
- Communication within the agency and within our district is not good. Leadership has been spread out and different people have various areas of focus. It seems at times that these "leaders" do not coordinate efforts with each other. The training system is difficult to use and much of the training that is available is not appropriate for veteran workers. The locations are often inaccessible for all. Too much emphasis is being placed on data entry and completion of the YASI, at the expense of time spent with the youth and family.

Morale

14 respondents mentioned "morale" in their feedback (18.4% of valid responses).

- My personal opinion is that the vast majority of DJJ employees would put even more effort into helping the Department and the offenders that they come into contact with if the Department actually made an effort to boost the morale of its employees. Low morale is an ongoing problem compounded by the fact that DJJ employees, specifically JCOs, are required to work weekends, holidays, days with inclement

weather, etc. JCOs are also subject to be "drafted" or held over after their regular 12.5 hour shift to work another 4 hours. All of this is done willingly and with the knowledge that it is part of the job. Many of the JCOs currently employed by DJJ would work even harder than they already do if the Department actually made them feel appreciated and did something to boost the officers' morale, instead we are met with apathy and platitudes by our administration any time that those suggestions are made.

- The vision and mission statement are wonderful ideals that any organization should abide by and work together to achieve; however, in smaller rural communities these statements are much more difficult to put into effect if resources are non-existent and support from other areas of the organization are not available. I love my job, I love working with the families that I have had the privilege to help, but when a family begs for help and no help is available what do you say?
- Again realize I love the vision and mission that is being considered, but is it actually plausible? Will it mean anything if little rural areas can't put action to them. I don't mind playing the numbers game. I love data entry, but when other districts inflate numbers and get positions and then offices such as mine are honest and actually work, but lose positions what do you do? You give your heart and soul, work extremely hard to be told traveling for appointments or to satellite offices does not count, having to cover two courts, two FAPT teams, intake, probation, etc... does not count. When all you want to do is do your job well help your families and protect your community, but you can't because there's only one of you. Thank you for your time, but I seriously doubt this is even being read. Every little rural office would tell you the same but were not allowed we would get in trouble.
- I think that the department would further its mission and vision by rewarding the employees for their years of service. Presently there are individuals who have served the department faithfully in the "trenches" for over a decade who still receive pay at a level nearly that of when they were hired. In addition, a newly hired person with little training in the field can start out making the same or more than a person who has been in the position for 20+ years. This is damaging to morale and contributes to burn-out and frustration- particularly since the purchasing power of those wages has diminished greatly over that same period of time. I understand the need for budgeting resources, and the recent cuts that have impacted everyone. However, it is my observation that when times are tough positions get cut, and reduced funding requires people to "do more with less"- which we do as graciously and effectively as possible. But, when the economy rebounds the ones who had to tighten their belts, do without raises, and find services for the youth without necessary resources available are seldom rewarded for their dedication and diligence. Occasionally a bonus of some sort is paid- which usually is swallowed up by taxes. The last "raise" we got resulted in less take-home pay than we had before. Would it really hurt to give us an incremental raise, or adjust our pay upward to reflect an appreciation for those who have remained with the department? Perhaps an increment for each five years of service starting with those who currently have at least 10 years "under their belt"? The Commonwealth of Virginia is a great place to live and work. So, let's show our appreciation for those who serve our youth and families so faithfully.
- DJJ should revisit how they value their employees that work hard to protect the public. For instance, the individuals that have been working for 6+ years without a raise and entry level positions start with the same pay. Maybe this issue could be addressed with the Commonwealth of VA, so DJJ will show they value more than just their clients.
- The vision and values speak to working with our clients and their families, where in reality, we spend our time entering information into BADGE, completing other bureaucratic tasks and filling out meaningless paperwork so we do not get written up!
- I would like to see a return to a "kinder, gentler" DJJ administration. I often see employees who are not functioning at their full potential because of fear of making a mistake and being severely penalized. The employees seem to be more concerned about protecting themselves than assisting the youth and families we serve.

Other

41 of the valid responses to the question (53.9%) fell into an “other” category. These responses ranged from staff venting about various issues to providing feedback on issues unrelated to the survey.

- In order for DJJ to achieve their vision, all new probation/parole officers should be required to shadow a veteran probation/parole officer for at least six months prior to being assigned a large case load. I believe one reason for frequent turnover is frustration with trying to learn/master minimum standards. I have seen many probation officers become frustrated/jaded/apathetic because they are immediately overwhelmed and cannot find their way.
- We need to make sure that our vision continues to balance the needs of the community and the juvenile.
- The youth would be better served by doing away with the mounds of paperwork that is being continually created, keeping this paper work at a minimum, allowing employees to do their jobs. At this point and it appears to be continuing the focus is misdirected.
- Remember when we try to be all things to all people we typically fail miserably. Stick to what we know and do best.
- I have not been involved in the proposed changes, so I recognize that others have likely worked very hard on the new mission statement. However, a well-crafted statement withstands the test of time, and I think it may be unwise to change what we already have. The current vision and mission encapsulate what we do.
- I believe under the previous administration, DJJ was headed in a good direction (although no system is fool proof and there is always room for improvement). I agree that reducing recidivism should be a priority. My concern is if we are headed in a direction that is too similar to the adult system (i.e. detaining more kids unnecessarily). I am hopeful that we will be encouraged to continue to make sure youth are provided services while also holding them accountable.
- If it ain't broke, don't fix it.
- In reviewing how DJJ moves forward: account for the statutory vision in the Code of Virginia setting the goals of the juvenile court; the priorities of the General Assembly in budgetary allocations; and the Executive Branch goals through Governor's priorities and SPS reporting goals.
- Deinstitutionalization and treatment in small but effective units would both serve out clients and the public and be cost effective.
- How unfortunate that writing about it doesn't make it happen. Structuring the vision and values is an important first step, but the question of how to implement CSU's that carry out that vision and values is an entirely different matter. I applaud management for asking and caring.
- I frankly don't see what is wrong with our current vision, mission and values. The words listed above as "values" examples reflect what someone wants from its employees and not what our values are as it relates to our service population. Our current values reflect the following: All youth and their families are worthy of our best efforts. Offer early and effective interventions to limit youth's further involvement in the juvenile justice system. Meeting the individual physical, emotional, and educational needs of youth and reducing their risk of re-offending. Provide safe and secure confinement for those who are a danger to the community as well as treatment to help youth succeed. Working in partnership with other agencies and localities. Recruiting, supporting and maintaining a competent and diverse work force. What about revising the current values by changing some of the words as follows: "All youth and their families are worthy of solution focused efforts", "Implement a system of graduated sanctions and interventions that reduce recidivism", "Meeting the individual physical, emotional, and educational needs of youth through community involvement and collaborative efforts with community partners", "Recruiting, supporting and maintaining a professional, knowledgeable, competent and diverse work

force" as a few examples of revised value statements. You could delete "Working in partnership with other agencies and localities" because this is reflected in "Meeting the individual physical, emotional, and educational needs of youth through community involvement and collaborative efforts with community partners". I suggest leaving the following statement: "Provide safe and secure confinement for those who are a danger to the community as well as treatment to help youth succeed".

- At the present time, it appears that accountability with numbers supersedes quality time spent with juveniles and their families.
- The agency has a noble purpose and the vision and mission help drive our culture and focus. This is a great opportunity for employees to provide feedback. The reason I explored working at DJJ was because of the vision and mission!
- Any mission statement should have with it the means to carry it about. The youth in secure confinement at DJJ are among the more disturbed youth of the state. As a group, they have few pro-social attachments, few stable male parental figures, few skills, below average intelligence and academic abilities, and are often from areas in which criminal and dysfunctional behaviors are modeled by adults. They have mental health and social problems and a high need for stability and structure. However, it is rare that any has so much as a five-minute personal conversation on a day-to-day basis with a pro-social adult, let alone a comprehensive program for developing the working relationships that facilitate change. Programs are insufficient to provide a stable environment for the youth. The REACH program, while a step in the right direction, is a barebones approach to meeting the needs of these youth. Interventions with these youth in confinement shift with administrations and lack stability or firm grounding in research. Little time is taken to research with front-line staff, or others working with these youth those things that work or could work, when policies are made. Training for staff is woefully inadequate at all levels. Information presented in typical training is vague, nonspecific, and often inaccurate. Little effort is made to encourage staff to contribute to positive developments in programs based on their individual interests/expertise and the abilities of staff are underutilized. Much of the work done by staff at most levels is paperwork and divorced from useful interventions with the youth. While innovative programs could easily be developed were a measure of autonomy and incentive given to workers, the program is largely a model of inefficiency, discouragement, and duplication of effort.
- Parents should not be taught to expect the State to raise their children. Children should carry the name of their Father so they won't marry siblings by mistake. Men should be taught to take responsibility for those who carry their names so kids won't lack identity. Kids should learn to process rather than being told especially when at certain ages they don't listen anyway. Rather than, "Do this!" say, "How do you think you should do that?" You want a cell phone? OK, what can you do to earn it and keep it turned on? You want \$300 sneakers? Fine. Here is \$29.99 toward your purchase. Bye! Parents need to teach skills to their kids, require them to put the skills to use in the home, and prepare them for life. Parents who don't know basic standards of living should be taught. Etiquette, manners, thankfulness, humility, respect for elders, attire appropriate for each situation, how-to/what-to do, basics of society. Parents need mentoring; many parents don't have basic reading skills and can't read notes from their kids teachers. We have to empower parents to do their job so we don't do it for them. Time out? Are kids getting kinder without hands on discipline?
- DJJ doesn't fix children and families. It doesn't control individual choices whether they are those of the youth or those of the parents. It provides assessment and supervision/monitoring and then compliments that with referrals to specifically tailored programming. It can only do this with the full support of the courts, the commonwealth and the community as juvenile justice is not the sole propriety of DJJ.
- I am having a difficult time putting together all the new directives into a vision or constant direction for our department at this time...a lot of change is going on.
- I have as a long-time P.O. (30 years) seen DJJ come full circle in its approaches to helping delinquent youth. DJJ has gone from having fully CSU family counseling units to boot camps and military style JCCs. I believe a full range of all types of services needs to be available for the youth we work with. Being "too

soft" is not the answer, and neither is "locking them up and throwing away the key." One area that needs attention is the incarceration and residential treatment of youth. TONS of money is being spent on private placements that often do little to help youth. Unfortunately there are times that youth must be removed from their homes and communities. I think there needs to be a change with the placements youth go to. One solution would be to nearly stop all private residential placement of Court-involved youth. The resulting money could be used to develop the JCCs and have programs that meet their needs-- have state of the art drug treatment, sex offender treatment, psychiatric treatment inside of the JCCs, and hire skilled staff to provide this. Commitment would be required but the stipulation of four misdemeanors could be reduced as commitment would not be viewed as not just punitive but as providing rehabilitation. The alternative to upgrading JCCs is to have a DJJ monitoring unit that helps to oversee every youth who is privately placed by a CSU, by working with POs to ensure that quality services are being provided to our youth placed in them. There was much better monitoring when 286 funding was used "back in the..." [incomplete because screen capture of original did not include complete text]

- The statement from the opening paragraph..."The opinion of ALL DJJ employees is very important as part of this process." strikes me as less than a genuine representation of top management's view. I think it would be great if employee opinions were regularly solicited in a manner that allowed for anonymity for the employee. If that were an option I believe management would hear things such as: The morale in the field is the worst it has been in years. On the community program side it feels extremely unconnected and chaotic. We're having YASI crammed down our throats and it's supposed to guide everything we do. Yet the training for it is laughable. There is no consistency in how it's administered across the state. It's extremely time intensive and not worth what it produces in the end. We don't have the resources to implement it's recommendations. It doesn't even incorporate the elements of the Court order and what the youth needs to do to get off of probation. The tool is much more appropriate for the CSBs. It's like the YASI backers want this agency to be treatment providers yet management want us to be a broker of services and leave the treatment up to the CSBs. It's leads to feeling in the field that management doesn't know what it wants us to be or do and has us going off in different directions. We have a new BADGE code for sanctions...but not one for incentives. BADGE feels like a tool for just catching us in the field when we fall short. We don't get the support we need from Central Office. Positions are left open for way too long. The Workload report/formula is a joke. It's clearly used to keep from providing needed positions in the field. IT does not capture what the work is really like. This Department needs to realize that the youth we work with change not because of the YASI but because of the relationships that POs have with them. POs must have the time to spend with the kids and families they work with in order to build relationships. My recommendations: dump YASI immediately...it's too costly in terms of staff time for what it gives back. Cut the gang investigator staff by at least half. Put those positions back into the field as POs. This department is obsessed with gangs. It's like McCarthyism in the 50s. There's a gang member or potential gang member behind every rock. Quit hiring former police officers...they know nothing about treatment. Hire folks with backgrounds in clinical psychology, social work, counseling etc. They know how to form relationships and how to facilitate positive changes in kids and families. Quit tearing down walls that protect information...we seem to be moving in a direction in which it's okay to let the police know everything we know about the kids and families that we work with. That's insane and just stupid. The police have a different mission than we do. Our information needs to remain largely confidential. The Dept needs to quit worrying so much about looking bad and worry more about being effective and intentional in working with kids and families, i.e. The absconder policy is a zero tolerance policy and thus it just makes zero sense. POs and their supervisors should have the authority and discretion to make those decisions about whether to charge and detain when a youth runs. It should not be a policy directive. The last few years has felt like the "dumbing down" of DJJ. Authority to make decisions has been stripped from the CSUs and replaced by matrixes, directives and policies that don't include looking at the bigger picture and the nuances and context in which a youth's behavior occurs. Why do we need a matrix to decide when to sanction a youth??? What is behind that? Is it the belief of management that we need to be "harder" on kids? If so that says volumes about our leadership's vision for DJJ. DJJ needs to decide if it wants to be "law enforcement" agency staffed with retired Richmond cops with the mission of stamping out the "Red Menace"(gangs) or if it's an agency that is committed to

working with Virginia's kids and families and helping to reduce crime and recidivism thru building stronger families and helping kids build on their strengths. And on the subject of recidivism...using rearrest rates as an indicator of recidivism is ridiculous. What happened to innocent until proven guilty? Geez! I would like more transparency in top management and agency decisions. How much money has been spent on YASI over the years? Is <name redacted> who seems to be the primary driving force behind our utilizing YASI being paid by ORBIS? If so is this a conflict of interest? Where are the long range outcome studies on YASI that show it's effective in helping kids get off of supervision sooner and more successfully? These seem like very fair and reasonable questions to ask as we're told to utilize the YASI more and more and to let it guide us in how we work with kids. This agency needs to decide what it's most valuable resource is...the political appointees that come and go every few years and are trying to just improve their resumes or the staff in the correctional centers and CSUs who have make working with kids and families their life's work. You can tell how much the staff are valued by how they're treated by top management. It is amazing how little input is sought from the field regarding policies and initiatives. Morale is incredibly low. People are being asked to do too much too fast and in too many conflicting directions. Find a way to let line staff know they are valued and appreciated. Focus on increasing salaries and/or benefits. Give more recognition leave. Develop opportunities for professional advancement with corresponding pay differentials. Give long term employees some sort of tuition assistance/discounts for their children if they attend Virginia colleges/universities; the more state service the employee has the greater the assistance/discount. Reward employees with recognition leave if they don't use all their sick leave each year. I'm sorry if this is not very cohesive...I've been with the department for almost 25 years and I've seen the pendulum swing back and forth as different administrations come and go. But the current environment is so very toxic. It's so unsupportive and seems as if it's all about "catching" workers who somehow fall short rather than supporting those in the field who are doing very difficult work with a challenging population. I cannot encourage new college graduates to join DJJ and that is sad after giving the last 25 years to this agency. Get rid of the current workload analysis...it's worthless and doesn't capture what POs do on a daily basis. There's been an explosion in FAPT meetings & Truancy Team meetings that is not captured in workload. The time lost to Court coverage is not captured nor is travel time for rural areas. Good luck with the survey. I hope management will actually consider the feedback they receive and not just become defensive.

Communication

7 respondents mentioned "communication" in their feedback (9.2% of valid responses).

- OPEN COMMUNICATION BETWEEN ADMINISTRATORS AND WORKER IE, HAVE INTAKE OFFICERS WORK ON JTS/BADGE MODULES NOT.....
- Teamwork, trust, organization, quality employee-supervisor relationships, orderliness, and punctuality are all valuable attributes for any successful team.
- Communication within the agency and within our district is not good. Leadership has been spread out and different people have various areas of focus. It seems at times that these "leaders" do not coordinate efforts with each other. The training system is difficult to use and much of the training that is available is not appropriate for veteran workers. The locations are often inaccessible for all. Too much emphasis is being placed on date entry and completion of the YASI, at the expense of time spent with the youth and family.
- Agencies should share information with staff.

Successful Youth

7 respondents mentioned youth success in their feedback (9.2% of valid responses).

- Must keep in mind the Governor's reentry initiative to encourage procedures that the incarcerated youth have opportunities to be reintegrated into the general populations of their communities. Although

serious crimes have been committed, recognize that some young men do recognized the seriousness of their actions and that they are willing to take the necessary steps to change and become better persons and responsible citizens of their communities.

- Our true impact with the youth we serve is the ability to develop a rapport and relationship with them. This allows us to build on their strengths and give them hope and confidence for the future by minimizing doubts, fears, and insecurities. We are also able to provide constructive criticism that will be heard and they are more open to other points of view. Juveniles are looking for the same things that adults are - security and significance. If we can provide those things, regardless of our role in this agency, we will be working towards reducing recidivism and assisting juveniles to be productive members of society.
- There should be more transition facilities not just based on money, but also on a 'real desire' to help youth improve. Nurturing a student for 6 months or more and sending them back to exact same situation does not represent the 'real desire' to reform our youth. To really do good, we might include more of those who have been there (experienced) and are now successful. Some of these people need to stop talking and start acting. Modeling outside your work environment to include some of these youth is the best way to turn them around. We need more 'real' mentors. After all, these kids are our future..
- I feel our overall vision and values are paramount in aiding the juvenile offender in his or her transition over to the side of society that is able to not only be law abiding but contributory to society in the most positive manner.
- I feel there needs to be some mention of the role education plays in preparing our young people to be productive citizens in the future.

Other Notes

- 5 respondents (6.6% of valid responses) commented on the lack of a salary increase.
- 5 respondents (6.6% of valid responses) mentioned collaboration in their feedback.
- 4 respondents (5.3% of valid responses) mentioned accountability in their feedback.