

OYA *In the Loop*

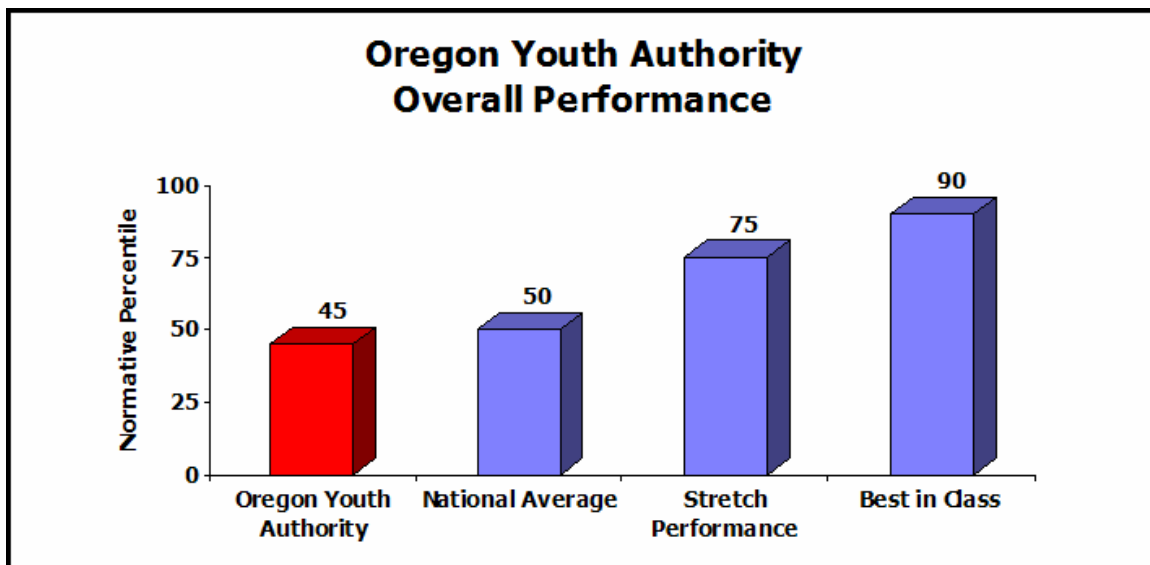
November 14, 2008

The results from the culture/climate survey are in, and they comprise 1,000+ pages of data. I've posted some reports in OYA public folders. (For your easy reference they are located in: Public Folders; All Public Folders; All Staff; Culture-Climate Survey.)

I have to reiterate my initial thoughts to you on the survey. OYA World is an amazing place. Of the 1,112 surveys sent out, 778 were returned. That's a 70 percent response rate, which is extraordinary in the statistics arena.

The data we received was extensive, and there are likely infinite ways to slice and dice it. NBRI, our survey contractor, provided several complementary analyses to help us understand the status of our culture as compared to our counterparts nationwide.

NBRI benchmarked our results against a national database of comparable correctional agencies. We ranked close to the national average – just five points below. The more deeply we delve into the data, the more we can see the concerns of various groups of employees. These scores can be segmented not only by work site, but by other demographics such as age, length of service and gender. Candidly, I think that's a great result and a good starting point for the work ahead of us.



Here's an important consideration to remember: **This survey does not measure our work performance or how effective we are with youth.** It provides insight on how we relate to and work with each other. Other quality tools such as our Key Performance

Measures (KPMs) and the Correctional Program Checklist (CPC) measure our effectiveness.

NBRI not only tells us how we compare nationally, but what our strengths and weaknesses are in the various topic areas. Borrowing the terms from a well known, effective management tool called a SWOT analysis, NBRI showed us where OYA staff see our strengths, opportunities, weaknesses and threats may lie in the 25 topic areas in which our survey questions fell.

SWOT TOPICS

<i>SWOT</i>	<i>TOPICS</i>
<i>Strengths</i>	None
<i>Opportunities</i>	<ul style="list-style-type: none"> • Teamwork • Job Satisfaction • Professional Conduct
<i>Weaknesses</i>	<ul style="list-style-type: none"> • Creativity • Supervision • Organizational Structure • Work Life • Job Training • Vision/Mission • Recognition • Values • Employee Services • Diversity • Performance Evaluations • Productivity • Short and Long Term Goals • Morale • Safety • OYA Image • Communications • Ethics • Culture • Management Style • Quality • Retaliation/Code of Silence
<i>Threats</i>	None

Although our staff did not identify any topic areas in “strengths,” neither did they point out any in the “threats” category. Many of our scores on each topic are near the 50 percent mark, meaning our glass is half full, with many opportunities for improvement.

Probably the most useful analysis provided by NBRI is the Root Cause Analysis. It is from this that we will build our action plans to improve the OYA culture and climate, as the Systems Improvement Project (SIP) mandates.

From its research, NBRI can tell us the items that, if addressed well, will have the most impact. These are called “root causes.” Comment: Intervention carries such different meanings in the treatment arena that I don’t think it’s beneficial to use.

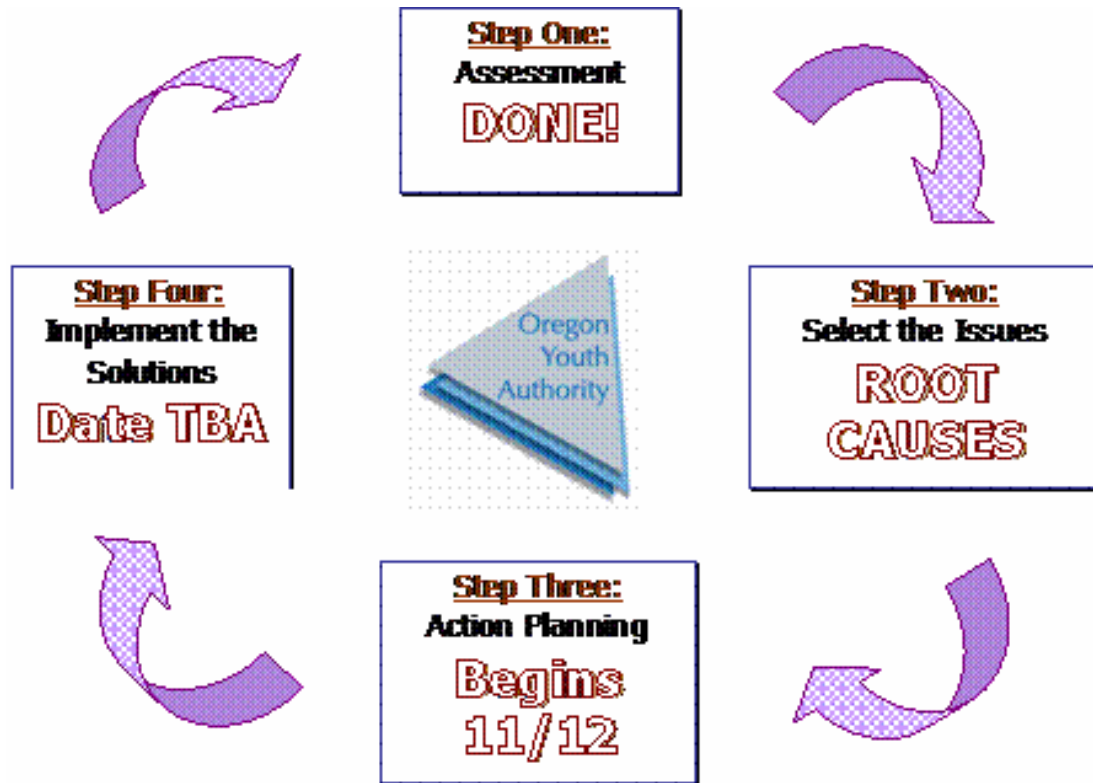
NBRI provided four root causes each for these groups: (1) OYA as a whole; (2) Central; (3) Facilities; and (4) Field. The four root causes for each cohort are ranked in decreasing order of influence:

Root Cause	Total Agency	Central	Facility	Field
Primary	"My supervisor helps me excel at work"	"OYA is well respected"	"I can talk to my supervisor about any job-related concern I have"	"Upward communication is encouraged at OYA"
2nd	"Management decisions are in line with OYA values"	"OYA managers set good examples"	"Management is committed to the employees"	"When using Employee Services, the contact person was professional"
3rd	"The volume of work in my department is appropriate for the number of team members"	"The amount of recognition I receive is appropriate"	"Upward communication is encouraged at OYA"	Supervisors appreciate hearing from employees who have opposing viewpoints"
4th	"My supervisor treats me fairly"	"There is a spirit of cooperation within OYA"	"My supervisor helps me excel at work"	"I understand the functions of the different areas of OYA"
% of improvement	55% of the 69 questions	43% of the 69 questions	59% of the 69 questions	46% of the 69 questions

Each of those 16 root causes drives parts of our culture. Therefore, if we address the driver—the root cause—we will influence multiple other items in our culture and improve the workplace. These 16 items provide the framework for our action plan.

The assistant directors are creating action plans that will incorporate the information gathered in the survey. They will consult with management and labor as part of this process. As a dynamic, and not static, organization, continuous improvement is our goal.

So, I hope you see that this process has created for us a continuous improvement loop that looks something like this, and is repeated annually:



Additionally, almost half of the surveys (351) included many diverse comments, some of which echoed others' sentiments. Every one of them, however, has been read and will be considered. We'll be analyzing and aggregating them into areas with common themes, and they will help to inform our action planning. Because we promised the survey would be confidential, and some staff can be identified from their comments, we will release a redacted version of the comments report.

Some other interesting findings I'd like to share with you:

- Central tended to rate the survey more positive than any other location.
- Management responses were significantly more positive than represented staff.
- There were no differences between male and female responses.
- There were, however, significant differences in ethnicity—African Americans' responses in the survey were more positive when compared to those of other ethnicities.
- Staff with less than 1 year of service were the most positive.
- Staff that have been here 1 to 6 years rate very consistently and are just a little lower than staff that have been here 1 year or less.
- Staff employed more than 6 years became increasingly less positive (big drop).

Next fall, we'll perform another survey and will measure our progress.

Again, I want to sincerely thank you for participating in the survey. This information is incredibly valuable and will help inform our transformation decisions.

Bobby Mink
Interim Director