

State Inspector General Findings and Recommendations

DJJ did not object or comment on any findings or recommendations in the SIG's Report.

Finding 1: The BRRC staff worked under a high safety threat level in 2015 through early 2016.

Recommendation 1a: Formally report on a periodic basis, such as quarterly, tracking progress on established objectives of DJJ's recent improvement plan, dated 3/9/2016, and should also consider supplemental surveys to employees and juveniles during the implementation phase given the number of stakeholders and the potential impact on a fragile juvenile population.

Recommendation 1b: Require the therapeutic staff assigned to dorms modify their current 9:00am-5:00pm hours to include early evening hours to increase availability to counsel juveniles outside of school hours ending at 3:00pm daily.

Recommendation 1c: Establish minimum dorm shift staffing levels based on a rigorous risk assessment at the BRRC and not on national standards or historical practices, which would then allow executive management to track and be accountable for this important safety factor.

Recommendation 1d: Formally establish a policy requiring order, safety, and security as required precursors to providing effective rehabilitation and therapeutic programs.

Recommendation 1e: At least during the implementation phase of the proposed performance improvement plan at BRRC, establish a single manager responsible for all personnel and assets at the BRRC to focus accountability for results. This provides a single authority to coordinate the existing BRRC leadership fragmented between security (rehabilitative services), clinical, and education, which is currently only fused at the Agency Head level.

Recommendation 1f: Develop a policy in determining when pursuing criminal charges against a juvenile's conduct is warranted in order to have consistent consequences for similar behavior, and discontinue deferring to each staff member's personal preference when to pursue criminal charges.

Finding 2: The event reporting process was inefficient and ineffective.

Recommendation 2a: Automate the event reporting process, which creates one official record with a unique identifier; full text retrieval capabilities; accessible to the many consumers; and audited on a periodic basis for completeness.

Recommendation 2b: Examine the existing separate data bases for classification, discipline, and investigations for potential integration into the proposed automated system containing ERs, which could yield long-term efficiencies if linked with appropriate access/security controls.

Finding 3: The PbS bi-annual reports were an effective performance management tool, but appeared under-utilized as a management tool to stimulate positive change.

Recommendation 3a: Establish a new performance improvement plan (PIP) after each bi-annual report, rather than current practice of multi-year open ended PIPs, to fix accountability for results/timelines and add heightened urgency to particularly address order, safety, and security issues identified.

Recommendation 3b: Change its PbS methodology of pre-selecting April and October as data collection months, which creates, at a minimum, a perception of influencing personnel in completing ERs during those months.