

## Appendix B

### Input from All Issue Groups, including detailed goals/objectives/action steps

#### Improving the Organizational Climate

**PLATFORM:** Leadership

**Goal 1:** Enhance relationships within the senior leadership team

Objective 1: Expect, embrace, and value diverse ideas and opinions with a willingness to put forth and respectfully consider a dissenting opinion

Action Steps:

1. Complete work assignments and willingly engage in consultation with Ellen Kagen that requires candid responses to a survey by DADs, candid feedback to the Exec Team based on the survey, and facilitated dialogue with all members of the team
2. Create and maintain a safe environment where members can speak openly and candidly in all meetings and interactions

Objective 2: Display trust and acceptance of the work of other team members, relying on collective intelligence of the group to move work forward

Objective 3: Openly support decisions of the senior leadership team

**Goal 2:** Promote a healthy work environment reflecting agency-wide trust and respect

Objective 4: Promote proactive, productive, and proficient work behaviors among staff at all levels

Action Steps:

1. Develop an *Accountability Statement* that is committed to all employees: *Accountability shall be transparent at every level of the Department both individually and organizationally. Accountability begins with updated, relevant Policies & Procedures and the establishment of business practices supported by consistent responses to non-compliance.*

Objective 5: Consistently follow and apply policy at all levels of the organization

**Goal 3:** Provide effective and supportive leadership

Objective 6: Define expectations & guidelines clearly for the Department's administrative structure or "chain-of-command"

Action Steps:

1. Senior leadership will collaborate with a workgroup comprised of mid-managers and line staff to develop business practices that give clear guidance and accepted scenarios for going outside the traditional “chain-of-command.”

Objective 7: Encourage and support decision making at the most relevant level of the organization, empowering leaders to work across divisional lines.

Action Steps:

1. Senior leadership will support supervisors and DADs by allowing them to address issues and situations within their scope of authority at the lowest level possible.

Objective 8: Define a process for the purpose of evaluating new ideas or initiating new business practices in line with Mission/Vision/Values

**Goal 4: Conduct fair and impartial interviews.**

Objective 9: Ensure the interview panel is knowledgeable, diverse, and consists of an appropriate number of members relevant to the position being filled.

Objective 10: Develop consistent guidelines for interview panels in general, and as appropriate for each interview panel.

Objective 11: Sustain confidentiality and assure applicants/employees that sensitive information from the interview will not be divulged

Action Steps:

1. Develop a “Confidentiality Form” that explains the importance of confidentiality and the requirement to keep the conversations limited to the interview panel, that will be signed by interview committee participants, and that will be filed with the results of the interview with the HR Administrative Assistant.
2. If learned that confidential information is revealed and/or discussed outside appropriate personnel, the situation will be reviewed and addressed accordingly.

**Goal 5: Create an environment where all managers are holding subordinates consistently accountable at all levels of the organization.**

Objective 12: All employees will be held to the same standard across all levels of the department for their work product, their behavior, and their ability to follow established policy and procedure.

Action Steps:

1. Supervisors will develop for subordinate personnel an audit process that is the same for every supervisor within a specific work unit (i.e. Traditional Field Probation, Specialized Services, Detention). The audit process will ensure regularly scheduled

timeframes that are consistent across similar work units. Policy requirements will be part of the audit.

2. DADs will develop for supervisors an audit process that will promote consistency across the work units and the Department.
3. Completed audits can and will be utilized when considering employees for promotional opportunities, during the appraisal process, to address sub-standard performance, and for staff development and retention.

**Goal 6: Assign employees to address the Department's greatest needs and to match the employee's knowledge, skills, and abilities with available positions.**

Objective 13: Inform applicants during the initial interview that employees are assigned based on needs of the Department

Objective 14: Minimize the movement of employees to other positions in the agency as a result of poor performance.

Objective 15: Provide opportunity for an employee to laterally transfer within their division prior to posting a vacated position.

**PLATFORM: Communication**

**Goal 7: Update Policy and Procedure for Juvenile Services and educate employees on policies.**

Objective 16: Create, revise, and distribute policy and procedure in a timely manner, ensuring personnel are educated in a timely manner.

Action Steps:

1. Review current policies within 120 days and make appropriate revisions.
2. Develop business practices for each policy as it related to the objective.
3. Develop workgroups consisting of employees and/or supervisors to review and update policies while also developing business practices (when appropriate).
4. Submit edited (including business practices) to SMT for feedback and approval.
5. SMT has 14 days for approval or feedback on each submitted policy.

Objective 17: Employees will have current knowledge of policies and have quick access to all policies.

Action Steps:

1. New employees will review all policies beneficial for a new employee beginning in the work force during their New Employee Orientation.
2. A Policy & Procedure ICON will be placed on each employee's desktop/laptop with immediate access to all policies.

3. Develop a process by which supervisors introduce new/edited policies to their employees and obtain an employee's signature acknowledging an understanding of the policy.

Objective 18: Unless an emergency situation exists that requires a directive from the Department Director, business practice changes as documented in existing policy and procedure will not be implemented without a review by appropriate personnel, and upon approval, distribution to all employees.

Action Steps:

1. Supervisors wishing to make changes in work process/flow must make that request to their DAD.
2. Modifications in policy will not be approved until a review with consensus from all parties affected has occurred.
3. Once a policy and business practice change has been approved by all parties affected, the revised P & P will be submitted to the appropriate Assistant Director for approval.
4. The revised policy will be submitted to the Director for final approval.
5. Upon approval, the new/revise d policy will be placed in the P & P manual (either electronic or hard copy) and distributed to all employees.
6. Supervisors will review the policy with their respective employees and will obtain signature acknowledgement that each employee understands the new/revise d policy.

**Goal 8: Utilize methods of communication that are unified, consistent, and timely**

Objective 19: Enhance communication from senior leadership throughout the Department.

Action Steps:

1. Senior leadership will disperse (communicate) information accurately and consistently.
2. Information being disburse d will come from the most appropriate source in the leadership team (i.e. budget information from the Director, policy from the DAD's)
3. DADs will communicate and disperse information within the same time frames to ensure all staff receives the same information from their supervisors in a timely and consistent manner.
4. Senior leaders will not discuss issues or complaints within the senior leadership team with subordinates at every level.
5. DAD's and/or Supervisors shall not discuss sensitive matters with subordinates unless it pertains to that employee.
6. Limit the amount of filters information must travel through when being distributed to the department.

Objective 20: DADs and Supervisors will regularly meet with employees for dialogue concerning unit and/or organizational updates.

Action Steps:

1. The DAD's will provide consistent oversight of their respective units and foster a working relationship at the DAD level with Supervisors by initiating a regularly scheduled Management Team meeting to elicit feedback at the supervisor level.

Objective 21: Determine and implement the most effective alternatives to enhance communication within the Department at all levels (i.e. emails, flyers, unit meetings, all-staff meetings, operational meetings, divisional meetings, senior team meetings)

**Detention services:**

1. Establish a system or process of communicating information to line staff that have limited opportunities to check their emails so that they are able to stay informed.
2. Utilize opportunities such as Thursday trainings as information sharing sessions where presentations of new programs, changes in personnel, or any other relevant information can be shared with Institutions.

**Probation services:**

1. Establish a system or process of communication for line staff, and lessen the occurrence of some staff knowing of the information while others have not been made aware due to not receiving notification from their supervisor.

**All staff:**

1. Supervisors will promote the need for confidentiality throughout the Department, and encourage employees to report when confidential information is being inappropriately communicated.
2. Supervisors and DADs will refrain from sending emails regarding employee-related issues up and down the chain of command to avoid the unnecessary negative impact on employees when their issues are inadvertently forwarded around the department.
3. Hold employees accountable at every level for breach of confidentiality when confidential information is inappropriately disclosed.

**Goal 9: Improve organizational communication by giving employees the opportunity to provide input on organizational planning, practices and procedures that contributes to the overall effectiveness of the Department.**

Objective 22: Seek input and involvement from employees who are directly impacted by changes prior to their implementation.

Action Steps:

1. Identify a pilot team from different units within the organization that receives employee feedback and addresses their concerns and issues.
2. Create an online employee input forum (digital suggestion box).
3. The Senior Management Team will hold periodic open forums to allow employees to formally present their ideas.

4. Employees will be given the opportunity to modify or develop new work flow to mirror or enhance actual work practices.

**Goal 10: Establish processes that will foster visibility, transparency, and promote inclusion among staff at all levels.**

Objective 23: Increase communication between senior leadership and supervisors and line officers.

Action Steps:

1. Each member of the senior leadership team will cross train with either a supervisor or line officer (not necessarily within their specific unit) on a quarterly basis, giving these employees an opportunity to share valuable ideas and suggestions regarding work processes, and giving senior leaders a better understanding of current work practices.
2. Senior leaders will meet bi-annually with mid managers to ensure consistency and clear expectations are established through an open forum for all to dialogue, preferably in a retreat environment.
3. Senior leaders will attend team meetings with various work units at least quarterly, depending on the frequency of the scheduled team meetings.
4. Senior leaders will share information and enhance transparency by making agenda items and minutes to meetings available to staff.
5. Senior leaders will institute bi-annual town hall meetings for all staff with Administrators.
6. Establish an Administrative mentorship program for line staff.

Objective 24: Develop processes that identify and encourage the importance of communication among units throughout the department for the benefit of the youth and enhance case management.

Action Steps:

1. Create opportunities for units to utilize the expertise of officers outside of their unit.
2. Develop a process that allows detention staff to have more of a positive impact on youth outside of the detention facility, in collaboration with the assigned probation officer, such as Probation Officers making collateral contacts with Detention staff rather than relying solely on the youth's level, and including feedback from Detention staff on youth's need based on observations in detention.
3. Develop a process where representatives from all the units can dialogue to foster understanding of each unit's responsibilities, and the impact they have on each other.
4. Allow probation officers to cross train in the detention center to better understand detention operations, and develop beneficial communication skills with youth in a controlled environment that can be utilized while in the field.

**Goal 11: Enhance the working relationships between court-related stakeholders (Judges; DA; Appointed Attorney; etc) and law enforcement agencies with probation services.**

Objective 25: Establish a probation services workgroup/committee that can meet with court services (Judges; DA; Appointed Attorney; etc) as needed.

Objective 26: Establish a workgroup that can meet with local law enforcement agencies to educate and update each other on changes in law or business practices.

**Goal 12: Utilize current and new technology to enhance communication internally as well as externally.**

Objective 27: Create more avenues of communication to supplement the current email system.

Action Steps:

1. Create a website that will function similar to a social media website vs. a simple email system, possibly including:
  - Area designated for employees to share resources
  - Roundtable and blog capabilities
  - Message boards
  - Training Calendar
  - Director's corner
  - Links to available programs currently utilized by the department
  - Links for policy and procedures
  - Links to advertise department events/luncheons/picnics with RSVP capabilities
  - Area designated for approved fun and light hearted information on employees such as sharing family status/photos, accomplishments (much like our current newsletter) Included here can be a link for new employees with an attached picture as well as anniversaries (5, 10, 15, 20 years) of current employees
  - National research and data on probation services, new trends, successful practices, why certain programs are not used by our county (ex. boot camps, post adjudication programs)

Objective 28: Develop or enhance an avenue for the community to access current information about the department (vision, mission, core values, and overall philosophy), with a directory for all the units including email capabilities.

Objective 29: Research advances in technology to enhance probation services and detention operations.

Action steps:

1. Utilize web conferencing and web meeting options to allow for business to be conducted with parties at different locations.
2. Upgrade communication devices (radios) for detention staff to have smaller/lighter devices that will be less of a threat if used as weapon.
3. Upgrade the camera system in the detention facility to equipment that can record activity.

**PLATFORM: Employee Recognition**

**Goal 13: Establish and maintain an Employee Recognition Committee (ERC) to support appreciation events and assist in improving staff morale.**

Objective 30: Create guidelines that support the ERC's authority to request and recommend options regarding employee recognition.

Action Steps:

1. Develop a protocol for establishing guidelines for implementing ideas and options.
2. Communicate with the designated ERC liaison.

Objective 31: Acknowledge each employee annually to show that what they do makes a difference and to let them know that they are appreciated.

Action Steps:

1. The ERC will coordinate fundraising throughout the year to raise funds for all ERC-related activities.
2. The ERC will establish an account for maintaining ERC funds.
3. The ERC will host an annual event for all employees to show appreciation.

Objective 32: Develop long-term plans to further enhance employee recognition and staff morale.

Action Steps:

1. Consider possible facility enhancements, such as a pavilion for staff, exercise room, etc.
2. Consider potential team-building exercises, such as ropes course.
3. Identify and maintain commercial discounts that are available to County personnel and ensure Department staff are aware of these options.
4. Organize "theme days" (wear favorite sport team's shirt, crazy hat day, crazy sock day, etc).
5. Organize group outings (baseball games, bowling, etc).
6. Provide snacks at all-staff meetings.

**Goal 14: Acknowledge employees who have reached personal and professional milestones.**

Objective 33: Develop departmental guidelines to recognize employee achievements.

Action Steps:

1. Recognize professional milestones such as 5,10,15,20...year employment anniversaries, employee graduations, promotions, and additional certifications; continue to submit information to the ASPIRE newsletter quarterly with approval by ERC prior to dissemination.
2. Recognize personal milestones including events such as weddings, baby showers, family member graduations, and military deployments/accomplishments. As appropriate, both on-site and off-site facilities can be utilized, and if events occur during the work day, they will occur during the lunch hour.
3. Communicate invitations to baby showers, wedding showers, and other appropriate events via department email.
4. Distribute birthday email to employees by an ERC member on the last Friday of the previous month to identify any birthdays (by month /date only) that will be



occurring in the upcoming month. It is suggested that employees may opt-out if they choose not have their name added to the birthday recognition email list.

5. Update the designated "Wall of Honor" to recognize Veterans as well as staff involved in active military.

**Objective 34:** Develop and implement procedures to recognize those employees who have provided outstanding customer service to both internal and external customer/clients, and who have gone above and beyond their job expectations.

Action Steps:

1. Create an employee recognition box which would be placed in the main lobby of the administration building and detention center for co-workers and clients to acknowledge and state how an employee provided outstanding customer service.
2. Develop a nomination form which would require the person who is nominating an individual to include their name along with a specific example to support the nomination. All qualified nominees will have their nominations recognized in the ASPIRE newsletter. In addition, all qualified nominees will have their name placed in a random drawing for a gift card. Regardless of the number of nominations, an employee's name will only be placed in the drawing once for that quarter. An employee can only win once per year.

**PLATFORM: Training and Employee Development**

**GOAL 15: Improve training and communication for future JCMS implementation**

**Objective 35:** Review and develop JCMS user manual biannually as "living documents" to ensure all staff have access to reference tools and to increase and maintain consistency and accountability.

**Objective 36:** Incorporate appropriate training to address different learning styles and to increase knowledge of all employees regardless of their position in understanding their duties and those of others in an effort to increase and maintain departmental consistency and accountability.

**Objective 37:** Promote and encourage opportunities in the ongoing development of JCMS for the sharing of family information between institutional, educational, medical, secretarial, and probation employees for greater service delivery to court and clients.

**Goal 16: Ensure supervisors are properly equipped with professional growth opportunities and the skills necessary to develop their staff.**

**Objective 38:** Provide new supervisors the time, preparation, and proper training necessary to manage the increase in responsibility.

Action Steps:

1. Develop a process for New Supervisors that would be completed within the first three months of taking any new supervisory position within the department (includes lateral transfers if no previous training).
  - a. HR training
  - b. Policy and Procedure/SOP training
  - c. Cross training with other Supervisors (in several different units if not an internal candidate).
  - d. Training in Supervisor Core Competency development, such as Effective Communication (hierarchy, evaluation/feedback, conducting productive meetings), Diversity (cultural/generational), Case Management, Leadership (styles & differences, i.e. "real colors", leadership vs. management, adaptive, learning organizations), Relationship Development (respect, appreciation, confidentiality, trust, emotional intelligence), and Staff Development (coaching, mentoring).

Objective 39: Provide growth and development opportunities to tenured supervisors through ongoing training and support regarding current trends.

Action Steps:

1. Develop a process for New Supervisors that would be completed within the first three months of taking any new supervisory position within the department (includes lateral transfers if no previous training).
  - a. HR training
  - b. Policy and Procedure/SOP training
  - c. Cross training with other Supervisors (in several different units if not an internal candidate).
  - d. Training in Supervisor Core Competency development, such as Effective Communication (hierarchy, evaluation/feedback, conducting productive meetings), Diversity (cultural/generational), Case Management, Leadership (styles & differences, i.e. "real colors", leadership vs. management, adaptive, learning organizations), Relationship Development (respect, appreciation, confidentiality, trust, emotional intelligence), and Staff Development (coaching, mentoring).

**Goal 17: Provide new employees with the necessary tools for success in their casework, and opportunities for professional development.**

Objective 40: Provide new employees the time and preparation to effectively and efficiently serve families and children, while maintaining compliance with departmental and state expectations.

Action Steps:

1. Develop a training curriculum to prepare and equip new employees to serve clients and families before having sole supervision of a case, such as 6 week academy to include mandatory cross training across all sections of the department, mandatory topic completion, and assignment of a unit training mentor (possibly Sr. P.O. in the future).

Objective 41: Provide tenured employees ongoing growth and development opportunities to effectively and efficiently serve families and children, while maintaining compliance with departmental and state expectations.

Action Steps:

1. Develop, host, and attend regional training networks to facilitate training needs and minimizing the costs of out of town training.
2. Collaborate with other juvenile service providers on bringing in quality training.
3. Develop a process for creating subject matter experts who can attend cutting edge training with the purpose of disseminating information to staff.

**Goal 18: Promote consistency across the department by creating a specific ladder towards professional growth.**

Objective 42: Develop Senior Probation Officer positions for each unit.

Action Steps:

1. Create a Job Description (see attached).
2. Design an objective interview process (see attached).

**Goal 19: Discover methods to expand the utility of the staff evaluation process.**

Objective 43: Enhance the utilization of the current staff evaluation process to allow for a focus on employee growth and development, while considering options involved in changing to a more adaptive, significant, and comprehensive process.

Action Steps:

1. Train supervisors on how to use evaluation feedback to coach and develop employees.
2. Provide evaluators with an objective criteria and scoring method.
3. Conduct ongoing informal performance reviews.
4. Examine a process for incorporating a 360 degree evaluation that would include peer and subordinate review.

## **Enhancing Programs and Services**

**PLATFORM:** Strengthening Partnerships with Schools

**Goal 1:** Create and/or enhance improved school partnerships with the public and private schools that serve our clients and their families.

Objective 1: Educate schools, parents, and community on the Department's role in schools.

Action Steps:

1. Create subject matter experts within the field teams regarding school issues.

Objective 2: Improve student transitions from one school to another.

Objective 3: Initiate opportunities for school personnel from the various school districts to engage in a dialogue concerning the quality and mutual benefits of our partnership.

**Goal 2:** Review the Department's philosophy for enforcing school compliance

Objective 4: Determine the Court's philosophy regarding school compliance

Action Steps:

1. Meet with the Courts.

Objective 5: Review/Revise Terms and Conditions of Probation to reflect the Department's current philosophy on enforcing school compliance.

**Goal 3:** Develop a departmental comprehensive continuum of educational care

Objective 6: Identify departmental needs and gaps in educational services.

Objective 7: Explore available resources, including contemporary educational options vs. traditional education, to enhance or expand educational services.

**PLATFORM:** Resource Development, Networking, and Collaboration

**Goal 4:** Increase Probation Officers' knowledge of community services and resources.

Objective 8: Develop a process to inform Field Probation Officers of available community resources which will expand potential wrap-around services for clients and families.

Action Steps:

1. Select a Probation Officer from each Field Team to be a liaison between community resources and field team members.

2. Liaison will locate and attend community meetings; identify and evaluate community services; and familiarize themselves with resources in their unit's area.
3. Current liaison will identify and mentor their replacement.
4. Reduce liaison's workload by 5%.

Objective 9: Create a system that will assist officers in identifying appropriate services for clients.

Action Steps:

1. Combine team liaisons into a working group called the "roundtable."
2. Recommend services following a roundtable's discussion.
3. Individual liaisons will schedule, plan, attend, invite, and coordinate roundtable meetings.
4. Review the validity of the "roundtable" on an annual basis to maintain alignment with the Strategic Plan, including an assessment of customer satisfaction, the success of orienting new staff to community programs/services, and the ability to mentor new members by outgoing members.

**Goal 5: Improve and broaden community services based on the needs of a family.**

Objective 10: Identify the current needs of our families within each field unit's area.

Action Steps:

1. Work with the PEPEI committee to assess the needs of the juvenile offender population.
2. Review results from a needs assessment, program assessments, and gaps in services.
3. As the PEPEI committee completes program assessments, more clearly identify unmet criminogenic needs and the most appropriate best- and evidence-based practices.

Objective 11: Ensure services for specialized needs (cultural, gender, victim, mental health, sexual offenders, etc.) are met through appropriate programming.

**PLATFORM: Case Management and Prevention Planning**

**GOAL 6: Develop a Case Management definition for TCJS.**

Objective 12: Develop a concise working definition that can be understood and followed throughout TCJS.

Action Steps:

1. Write the definition
2. Have definition adopted by SMT

**Goal 7: Develop a “universal method” of providing effective case management to the clients of TCJS.**

Objective 13: Develop, train, and implement a new “Mental Model” of Case Management (see attached)

Action Steps:

1. Compare “current” model to the “redefined” model. (See attached document #1)
2. Identify “adaptive and technical changes” for the new model. (See attached document #2)
3. Present this “new” mental model to all stakeholders including the Judges and DA(s) for their input and feedback.
4. Based on their feedback, modify the model and/or work out any differences so resistance to the “new” model will be minimal.
5. Develop a training curriculum for management, supervisors and line staff for the new model.
6. Complete the training.
7. Identify and train mentors or coaches to reinforce and maintain the model.
8. Develop a system of positive reinforcements to empower the coaches and staff to engage in using the model and universal case management.

Objective 14: Develop a method of engagement for the primary stakeholders (client, parent/guardian, PO).

Action Steps:

1. Engage the family in the model.
  - For Intake:
    - a. Develop engagement at the intake level, through enhancement of Motivational Interviewing techniques and the development of a supportive professional relationship.
    - b. Provide additional training to raise awareness and techniques to build engagement.
  - For the Field:
    - a. Implement a “**Parent Orientation**” for newly assigned cases. (Curriculum has been developed, implement within 6 months of SMT approval.)
    - b. Outline the expectations of all stakeholders for the duration of supervision.
    - c. Begin using the orientation with families and develop a feedback loop for pre/post outcomes.

**Goal 8: Utilize the new Case Management model for pre-adjudicated juveniles to develop strategies and interventions to divert further movement into the system.**

Objective 15: Develop techniques and interventions to divert low-risk, pre-adjudicated clients from

adjudication.

Action steps:

1. Review PACT processes to determine which juveniles should be diverted from the system.
2. Identify and/or develop evidence-based interventions with community partners that can be used on non-adjudicated juveniles.
3. Ensure family has access to accurate and immediate information and referral services without reliance on other agencies to deliver the information.
4. Consider use of in-house mediation services for all cases in addition to family violence cases.
5. Review DPP cases for appropriate referrals to the program.
6. Develop new strategies and utilizations for DPP using the new Case Management model to enhance its effectiveness.
7. Develop “pre” and “post” evaluations.
8. Train staff to make appropriate referrals to DPP using the new Case Management model.
9. Research strategies used within diversion programs and other community based interventions to determine if they are evidence based.

Objective 16: Develop an internally controlled and operated program for pre-adjudicated, non-DPP juveniles.

Action steps:

1. Develop a diversionary program for low risk youth and referral criteria that is operated by JPD.
2. Create the curriculum and organize groups to implement the program.

**Goal 9: Provide a seamless transition from police agencies, municipal and JP courts to Juvenile Services.**

Objective 17: Provide education to police, municipal and JP courts related to juvenile services resources and referral process.

Objective 18: Work in collaboration with police, municipal and JP courts and community agencies regarding policies, procedures and referral processes.

# Mental Model

(Document 1)

## Current

Enforcement/Compliance

What is easiest?

Compliance is the goal

Juvenile is the focus

Case planning is an event

Outcomes are directed

Dictatorial communication

Partnerships not required

## Redefined

Collaboration/Empowerment

What is best?

Change and outcomes are the goals

Juvenile and family are the focus

Case planning is a process

Outcomes are developed and achieved through collaboration

Active listening and allowing for participation

Partnerships needed



## **Redefined Mental Model Implementation**

(Document 2)

### **Adaptive Change:**

- 1) Accurately assess whether all stakeholders (Judges, Executive Team, SMT, Supervisors, and Line Staff) are prepared and willing to make the move to this new model and determine the degree of resistance.
- 2) Any significant resistance with a stakeholder group must be addressed via dialogue. Acknowledge resistance to seek an expectation of agreement promoting movement.
- 3) With agreement comes a “shared vision” with the stakeholders. This will produce the foundation on which the training of the model is built.
- 4) Identifying current values and practices that are inconsistent with the redefined mental model must be addressed.
- 5) On-going training and reinforcement of the “shared vision” is required to maintain the new model.
- 6) Evaluation of the fidelity to the new model as well as documentation of the outcomes of the model is needed.

### **Technical Change:**

- 1) Review the feedback of the stakeholders and determine if resistance is significant.
- 2) Review the current business practices to reinforce this new model.
- 3) Review the current Policy and Procedures to see how well they support the new model and make changes as appropriate.
- 4) Develop positive reinforcements and structured accountabilities to help maintain compliance to the business rules.
- 5) Develop the training module(s) needed for each stakeholder group and complete the training.
- 6) Develop continuing training modules to maintain and reinforce the future utilization of the new model and its constructs.
- 7) Develop a revised case audit process that adheres to the goals of the new model as well as meeting state standards.
- 8) Revise performance appraisals to reflect adherence to the revised business rules.

**PLATFORM:** Program Evaluation and Principles of Effective Intervention (PEPEI)

**Goal 10:** Enhance the ability of the department to adhere to the needs and responsivity principles by conducting a need assessment of our clients and families, such that within 9 months we are able to identify the top 5 criminogenic needs of the population we serve.

Objective 19: Identify/modify a needs assessment tool(s) that can be/has been used to assess the needs of the juvenile probation population (juvenile & family).

Action Steps:

1. Conduct a literature review on what tools if any have been used to assess need in this population.
2. Select/develop a needs assessment tool based on the results of Action Step 1.
3. Translate the needs assessment into Spanish.

Objective 20: Use PACT case planning data to identify criminogenic needs for youth as determined by the PACT Risk/Need Assessment.

Action Steps:

1. Using DataMart rank-order criminogenic needs from highest to lowest frequency.
2. Determine if criminogenic needs vary by risk level (i.e. Do low risk youth have the same needs as high risk youth).
3. Determine if criminogenic needs vary by subgroup (i.e. females, undocumented youth, bilingual families, borderline intellectual functioning, 17 year olds, etc.).

Objective 21: Conduct a needs assessment on youth and families to determine if there is a divergence between family/youth perceived needs and professional perceived needs.

Action Steps:

1. Conduct needs assessment when reviewing the case plan with the family (i.e. case plan or case plan review for traditional probation, when DPP paperwork is signed for DPP clients).
2. Make conducting assessment mandatory for all probation officers. Have a question item on the assessment that states, "Who is your Probation Officer?"
3. Analyze Data of the needs assessment.

**Goal 11:** Ensure programming that targets 3 of the top 5 identified criminogenic needs of our clients is available within one year of the completion of the needs assessment.

Objective 22: Review currently implemented programs and establish their effectiveness. This will coincide with the strategies/action steps for Goal 12.

Action Steps:

1. Refer to the Action Steps listed under the strategies for Goal 12.
2. Use evaluation results to determine if currently implemented programs are meeting identified criminogenic needs.
3. If the program is not meeting the needs of our clients as indicated by the evaluations, serious consideration should be given to not renewing the contract in the upcoming fiscal year. Replacements for non-renewed programs will be identified in Goal 11, Objective 24.

Objective 23: Identify gaps in services. What criminogenic needs do we not have programming for? What subgroups of our population are we not being “responsive” to (i.e. females, undocumented youth)?

Action Steps:

1. Use results of needs assessment to identify gaps in current programming.
2. Use results of program evaluations to identify criminogenic needs that we are not currently providing effective programming for.

Objective 24: Identify programs with demonstrated effectiveness to target identified criminogenic needs that are not being met.

Action Steps:

1. For each unmet criminogenic need, create a voluntary committee of staff who have expressed interest and/or have a particular talent for the subject at hand to review literature for evidence-based programs and best practice programs targeting the identified criminogenic needs/subgroups (The Roundtable as proposed by Resource Development Subcommittee).
2. Using the information collected in the above action step, select programs to be implemented at TCJS.
3. Utilize in-house talent to implement and facilitate new programs/caseloads.

**Goal 12: Evaluate 100% of existing programs that are *not* exclusively court ordered (e.g. sex offender caseload, drug court) or serve less than 50 youth per year.**

Objective 25: Identify and prioritize currently implemented programs to be evaluated.

Action Steps:

1. Compile a list of all contracted and in-house programs.
2. Prioritize programs based on those that target top 5 identified criminogenic needs (as determined by the needs assessment), remaining programs will be prioritized by volume served.

Objective 26: Conduct a process evaluation for each program (Was the program implemented as planned?)

Action Steps:

1. Determine if there are local universities who could assist/conduct the process evaluations.
2. Create a research proposal for each evaluation to be vetted with SMT prior to the commencement of the research.
3. Conduct the process evaluation.
4. Present/disseminate the results of the evaluation to SMT and JPD staff.

Objective 27: Conduct an outcome evaluation for each program.

Action Steps:

1. Determine if there local universities who could assist/conduct outcome evaluations.
2. Create a research proposal for each evaluation to be vetted with SMT prior to the commencement of the research.
3. Conduct the outcome evaluation.
4. Present/disseminate the results of the evaluation to SMT and JPD staff.

**Goal 13: Develop referral process and related eligibility criteria for 100% of the programs offered by TCJS within 6 months of Goal 12 and related Objectives being completed for the specific program.**

Objective 28: Identify and prioritize programs for which eligibility requirements need to be established.

Action Steps:

1. Compile a list of all contracted and in-house programs to include new programs identified in Goal #2.
2. Prioritize programs based on (a) newly implemented programs and (b) results of outcome evaluation with programs demonstrating less than effective results (higher recidivism rates, larger proportion of unsuccessful discharges, lack of improvement on targeted behaviors) to be analyzed first.

Objective 29: Evaluate referral process and eligibility criteria for each program.

Action Steps:

1. Ask service providers to supply assessment tools and description of “what a good referral looks like.”
2. Ask supervisors and probation officers to supply assessment tools and descriptions of “what a good referral looks like.”
3. Compare service providers’ referral protocol with the JPD referral process (e.g. effectiveness of Universal Referral Form, Assessment process-can PACT be used? Or another tool?)
4. Using PACT criteria and other accessible case management data analyze indicators of successful program completion and non-recidivism.
5. Based upon the results of action steps 3 and 4 revise or establish program referral process.

Objective 30: Communicate eligibility criteria to department.

Action Steps:

1. Present requirements and process at team meetings annually to encourage participation and dialogue
2. Create a formal document outlining referral process and eligibility criteria. The document will be stored on G:Drive, and a hard copy provided to each unit supervisor.
3. Allow feedback from annual unit meetings to influence program components and eligibility requirements.