**EBP Juvenile Probation Officer Appraisal Measures & Methods**

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| **SECTION 1: DEPARTMENT STANDARDS AND POLICIES** | | | | |
| **A.** | **WORK AND CONDUCT SUPPORTS MISSION AND GOALS OF THE DEPARTMENT/JUDICIARY** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Demonstrates personal integrity and abides by the Code of Ethics | * Displays personal ethical behavior * Absence of disciplinary issues | * *Direct observations* * *Feedback from stakeholders* * *Signed code of conduct form.* |
|  | 2. | Follows judicial policies/directives | * Displays understanding and adherence to judicial policies/directives | * *Direct observations* * *Monthly supervisor case reviews/ conferences* * *Feedback from Judges & Court Administration* |
|  | 3. | Follows departmental policies | * Displays understanding and adherence to departmental policies | * *Direct observations* * *Monthly supervisor case reviews/conferences* * *Feedback from stakeholder* |
|  | 4. | Demonstrates a willingness to employ Evidenced Based Practices to reach departmental goals | * Displays understanding and use of Evidence-based Principles and is able to articulate the relationship to departmental goals * Completes EBP-related trainings and applies acquired knowledge and skills to duties and responsibilities | * *feedback forms* * *direct observations* |
| **B.** | **ATTENTIVE TO DEPARTMENTAL SAFETY REGULATIONS/POLICIES** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Follows departmental safety regulations/polices | * Displays an understanding and adherence to safety/regulations * Completes safety training and demonstrates proficiency is required areas | * *Direct observations* * *Feedback from safety committee* * *Control tactics training* * *peer feedback/ reviews* |
|  | 2. | Completes required training and properly uses methods for managing angry or physically assaultive individuals. | * Completes approved training for the safe management of aggressive individuals * Maintains current certification, where appropriate of approved techniques * Evidence of use of approved techniques with emphasis on verbal de-escalation in situations requiring intervention | * *Direct observations* * *Review of incident reports JEMS* * *Training log* * *PPCT Database* * *Trainer feedback* * *Control tactics training* * *Peer feedback/reviews* |

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| **SECTION 2: PROFESSIONAL ALLIANCE AND GROWTH** | | | | |
| **A.** | **COMMUNICATES EFFECTIVELY WITH DEPARTMENTAL EMPLOYEES AND ALL EXTERNAL STAKEHOLDERS, INCLUDING VICTIMS** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Is authentic, attentive and articulates effectively when communicating with others; | * Displays honesty and is straightforward in communications * Displays appropriate non-verbal communication. * Provides sufficient detail and context in communications | * *Direct observation Supervisor review* * *Feedback from Judges & Court Administration* * *Feedback from Stakeholders* * *Peer feedback/reviews* |
|  | 2. | Is confident, respectful and professional in all interactions | * Respects others time and efforts * Treats individuals with dignity * Does not disparage others * Maintains a courteous, conscientious and businesslike manner in the workplace | * *Direct observation, supervisor review* * *Feedback from Judges & Court Administration* * *Feedback from Stakeholders* * *Peer feedback/reviews* |
|  | 3. | Written and verbal communications are purposeful and timely | * Communications are clear and intentional * Communication of clear expectations or needs * Communications are not unnecessarily delayed | * *Direct observation Supervisor review* * *Feedback from Judges & Court Administration* * *Feedback from Stakeholders Peer feedback/reviews* * *Supervisor review of case management system entries* * *Case file reviews* |
|  | 4. | Accepts responsibility, is responsive to suggestions and demonstrates the ability to be flexible, making appropriate adjustments when necessary | * Able to change strategies if justifiable reasons emerge * Recognizes that circumstances change; and therefore; there is a need to change strategies * Does not hold to exclusively one approach | * *Direct observations* * *Supervisor review* * *Feedback from Judges & Court Administration* * *Feedback from Stakeholders Peer feedback/reviews* |
| **B.** | **WORKS COLLABORATIVELY WITH WORKGROUPS/TEAMS/COMMITTEES** | | | |
|  | 1. | Works collaboratively with others to prevent or resolve conflicts by gathering relevant information and evaluating alternatives, before making a decision. | * Displays ability to work as team with co-workers to achieve shared objectives * Values input from team members * Able to effectively evaluate choices and potential outcomes | * *Direct observations* * *Supervisor review* * *Feedback from Judges & Court Administration* * *Feedback from Stakeholders* * *Peer feedback/reviews* |
|  | 2. | Willing to accept new duties | * Displays effective time management skills to accept new duties * Recognizes the need of the department * Considers new duties an opportunity to develop additional knowledge and skills | * *Direct observations* * *Supervisor feedback/reviews* * *Performance evaluations/ reviews* * *Journal notes, self-appraisals* * *Peer feedback/reviews* |
|  | 3. | Volunteers and actively participates in committees/workgroups | * Without being directed, agrees to participate on committees/workgroups * Offers information. perspectives, and opinions on the work of the committee/workgroup * Completes committee/workgroup tasks as assigned | * *Direct observations* * *Supervisor feedback/reviews, Journal notes* * *Self-appraisals* * *Peer feedback/reviews* |
| **C.** | **SEEKS OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Completes required training hours. | * Meets or exceeds required training hours | * *JEMS* * *monthly supervisor case reviews/ conference* * *Training log* * *Training certificates* |
|  | 2. | Willingly participates in training to address needs identified through audits/formal observations, supervisor feedback, and personnel evaluations. | * Receptive to address identified professional development needs * Seeks out training opportunities base on supervisor feedback | * *JEMS* * *Direct observations* * *Performance evaluations/reviews, training certificates and/or training log* |
|  | 3. | Keeps informed of best practices and issues in the field. | * Seeks out and reads professional articles, publications and research studies * Shares best practice information with supervisor and co-workers | * *Self-initiated professional growth requests* * *Trainer feedback* |

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| **SECTION 3: CASE MANAGEMENT & SUPERVISION** | | | | |
| **A.** | **RISK REDUCTION** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Makes appropriate referrals for juveniles and families based on the principles of risk, need and responsivity. | * Able to articulate R-N-R principles and how they relate specific juvenile and their family * Displays familiarity with referral resources and their ability to address identified needs | * *Case file reviews* * *Direct observations* * *Monthly supervisor case reviews/conferences* * *Peer feedback/reviews Supervisor review of case management system entries* * *Referral documents Discharge reports* |
|  | 2. | Provides appropriate information, per departmental policy, to the treatment/referral agency and obtains required documents from the treatment/referral agency. | * Evidence/documentation of the transmission to, and the receipt of information, referral agencies * Evidence/documentation of any follow-up exchange of information. * Verifies with referral agency that they received the information and provide any explanation or prioritization of needs that should be addressed | * *Supervisor review of case management system entries* * *Case file reviews* * *Closeout checklists* * *Monthly supervisor case reviews/conferences.* |
|  | 3. | Communicates with service providers to support the achievement of identified goals. | * Evidence/documentation of communication of identified goals * Evidence/documentation of communication regular progress reports according to department policy | * *Participation in treatment team meetings* * *Treatment plan reviews* * *Monthly supervisor case reviews/conferences* * *Supervisor review of case management system entries* * *Case file review* |
| **B.** | **ACCOUNTABILITY MEASURES** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Makes referrals to restorative programs, as appropriate. | * Identifies restorative needs as part of the youth’s case plans * Matches needs to available restorative programs * Makes timely referrals and monitors progress/completion | * *Supervisor review of case management system entries* * *Referral documentation* |
|  | 2. | Monitors payments of restitution and reports arrears in accordance with department policy and court requirements. | * Evidence/documentation of the development, in collaboration with youth and family and monitor, of payment plan consistent with restitution order and case plan * Documentation of arrears reporting requirements and communication with youth and family | * *CPCMS* * *Supervisor review of case management system entries* * *Case file reviews* * *Supervisor review* * *Payment plans* * *Closeout checklist* |
|  | 3. | Makes timely referrals and oversees completion of community service. | * Evidence/documentation of the development, in collaboration with youth and family and monitor, of community service plan/schedule consistent with the case plan * Evidence/documentation of monitoring and completion of community service requirements | * *Community service coordinator feedback* * *Community service provider documentation* * *email referral information* * *Supervisor review of case management system entries* * *Monthly supervisor case reviews/conferences* |
| **C.** | **ASSESSMENT/SCREENING TOOLS** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Utilizes effective information gathering techniques. | * Uses MI strategies and techniques to gather information * Uses interview guide to gather information * Seeks and uses collateral sources of information (i.e. school and other agency involvement) | * *Direct observations* * *Case file reviews* |
|  | 2. | Completes the assessment/screening tool in a detailed and timely manner. | * Assessment/screening tool is completed in accordance time frames with department policy with sufficient supporting information and documentation | * *YLS JCMS reports* * *Monthly supervisor case reviews/conferences* * *Trainer feedback* |
|  | 3 | Scoring of the assessment/screening tool is reliable and valid. | * Proficiency of completion of the assessment/screening tool is maintained according to department policy | * *Inter-rater reliability* * *Booster trainings* |
|  | 4 | Level of supervision and risk assessment overrides are explained and documented per departmental policy. | * Sufficient detail is provided in override narrative to adequately justify overrides * The narrative justification provided is | * *Completion of override narrative JCMS or other reports* * *Monthly supervisor case reviews/conferences* * *Supervisor review of case documents* * *Supervisor review of case management system entries.* |
| **D.** | **CASE PLANNING** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Prepares for development of initial case plan by identifying criminogenic needs and considers strategies for engaging juveniles in setting goals related to increased competencies. | * Evidence/documentation that that juvenile and family are involved in the identification and development of specific strategies to improve competencies. | * *Case plan review* * *Trainer feedback* * *Monthly supervisor case reviews/conferences* * *Direct observations* |
|  | 2. | Strengths are identified and included in the case planning process. | * Evidence/documentation that strengths are identified and include in case plan | * *Direct observations* * *Case plan reviews* |
|  | 3. | Collaborates with juvenile and family in developing and prioritizing goals to be incorporated into the case plan. | * Evidence/documentation that the youth and family are collaboratively involved in development of the case plan | * *Direct observations* * *Case plan reviews* |
|  | 4. | Develops a case plan which incorporates specific action steps while addressing responsivity needs. | * Evidence/documentation that specific action steps are incorporated utilizing the S.M.A.R.T. format | * *JCMS* * *Case plan reviews* * *Monthly supervisor case reviews/conferences* * *Supervisor review* * *Direct observations* |
|  | 5. | When appropriate, case plans include linkage to agency involvement and treatment plans. | * Evidence/documentation of agency responsibilities within case plan * Evidence/documentation of treatment monitoring and progress reports | * *Case plan reviews* * *Treatment plan reviews* |
| E. | **MOTIVATIONAL INTERVIEWING** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Demonstrates the use of Motivational Interviewing skills during daily interactions. | * Articulates/displays understanding of the 8 Stages of M, which include: 1) Spirit of MI; 2) Prepare for Change: 3) Recognizing & Sustaining Change: 4) Eliciting & Strengthening Change Talk; 5) Rolling with Resistance; 6) Developing a Change Plan; 7) Consolidating Commitment; and 8) Transition & Blending | * *Direct observations* * *Trainer feedback* * *Supervisor review* * *Feedback forms* |
|  | 2. | Employs Motivational Interviewing skills to enhance the quality of case management focusing on positive behavior change. | * Establishes a collaborative relationship * Use of strength-based communication | * *Trainer feedback* * *Supervisor review* * *Feedback forms* |
|  | 3. | Listens effectively and encourages others to speak candidly. | * Use of OARS | * *Trainer feedback* * *Supervisor review* * *Feedback forms* |
|  | 4. | Participates in ongoing practice through the completion of recordings and/or direct observations per departmental policy. | * Use of audio recordings * MI Coach direct observations * Adherence to MI strategies | * *Trainer feedback* * *Supervisor review* * *Feedback forms* |
|  | 5. | Utilizes effective Motivational Interviewing to assist the juvenile in strengthening motivation and adherence to probation requirements. | * Use of DARN-C * Evidence of attempts to consolidate commitment | * *Direct observations* * *Supervisor review of case note documentation* * *Case file reviews* * *Trainer feedback* * *Supervisor review* * *Feedback forms* |
| **F.** | **DAY-TO-DAY SUPERVISION** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Meets contact standards as required by departmental policy. | * Evidence/documentation of contacts | * *Supervisor review of case management system entries* * *Direct observations* * *Field contact activity report* * *Monthly supervisor case reviews/conferences.* |
|  | 2. | Makes contact with family, schools, placements, and community. | * Evidence/documentation of family, school, placement, and community contacts | * *Supervisor review of case management system entries Monthly supervisor case reviews/conferences* * *Supervisor review* |
|  | 3. | Monitors compliance with court requirements and laws. | * Evidence/documentation of regular monitoring of compliance with conditions of probation | * *Supervisor review of case management system entries* * *CPCMS* * *Monthly supervisor case reviews/conferences* * *Supervisor review* * *Case file reviews* * *Direct observations* |
|  | 4. | Utilizes assessment results, case plan, skill building and structured sessions to focus discussions with juveniles around behavior change. | * Evidence/documentation of use of skill building activities with youth * Evidence/documentation of use of EPICS model of supervision | * *Use of commercially available intervention tools* * *Role playing* * *Direct observations* * *Monthly supervisor case reviews/conference* * *case management system entries* |
|  | 5. | Monitors progress, identifies barriers and assists juveniles in solving problems to promote behavior change by utilizing client-centered skill building activities. | * Evidence/documentation of practice and application of improved/newly developed pro-social skills to reduce risk of recidivism | * *Use of commercially available intervention tools* * *Role playing* * *Direct observations* * *Monthly supervisor case reviews/conference* |
| **G.** | **GRADUATED RESPONSES** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Attentive to positive behavior and achievements and utilizes incentives to reinforce behavior change | * Evidence/documentation of use of incentives to support/recognize desired behaviors | * *Supervisor review of case management system entries, spreadsheets and/or response grids* |
|  | 2. | Recommends graduated sanctions for non-compliance in accordance with departmental policy/court directives. | * Evidence/documentation of use of sanctions to discourage/deter undesired behaviors | * *Supervisor review of case management system entries, spreadsheets and/or response grids* |
| **H**. | **DOCUMENTATION** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Case notes are objective, timely, concise, and thorough. | * Documentation of events/contacts according to department policy and provide sufficient factual information that is clear and concise | * *Supervisor review of case management systems entries Supervisor review* * *Direct observations* * *Case file reviews* |
|  | 2. | Case notes adequately summarize significant events or non-compliance. | * Documentation of significant events or non-compliance | * *Supervisor review of case management system entries* * *Case file reviews* |
|  | 3. | Case notes routinely summarize progress on supervision plan goals. | * Documentation of summary of progress according to department policy | * *Case file reviews* * *Supervisor review of case management system entries* |
|  | 4. | Data entry into JCMS and other data sources is timely, accurate, and complete. | * Documentation of entry into JCMS according to department policy | * *Supervisor review of case management system entries* |
|  | 5. | Reports are factual, grammatically correct, and filed in a timely manner. | * Evidence that reports are prepared and written in a professional manner that is factual, grammatically correct and files according to department policy | * *Case file reviews* * *Supervisor review of case documents* * *Feedback from Judges & Court Administration* |
| **I.** | **COURT DUTIES/RECOMMENDATIONS** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Timely and complete preparation of all court documents | * Court document are accurately prepared according to department policy | * *Closeout checklist* * *Direct observations* * *Supervisor review of case documents* |
|  | 2. | Concise and clear recommendations to the courts based on a thorough analysis and summary of the case, including risk-level and identified needs (both criminogenic and special) | * Recommendation articulate the relationship to the identified risk/need and desired outcome | * *YLS review* * *Supervisor review* * *Direct observations* * *Supervisor review of case documents* * *Feedback from Judges and Court Administration* |
|  | 3. | Prepared and on time for all court related meetings | * Gathers and understands available information to adequately participate in meetings * Arrives prior to or at time of scheduled meting | * *Direct observations* * *Feedback from Judges and Court Administration* |
|  | 4. | Professional courtroom demeanor | * Evidence of the following characteristics: appearance, confidence, reliability, competence, ethics, poise, etiquette, communication, organizational skills, & accountability | * *Direct observations* * *Feedback from Judges and Court Administration* |