**EBP Supervisor Appraisal Measures & Methods**

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| **SECTION 1: LEADERSHIP** | | | | |
| **A.** | **SUPPORTS THE MISSION AND GOALS OF THE DEPARTMENT/JUDICIARY** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Demonstrates commitment to the department’s vision and mission, and an ability to develop a mental image of the ideal organization based on that vision and mission. | * Models departmental norms and values * Identifies developmental needs * Communicates performance expectations * Oversees employee performance & achievement of goals * Willingness to engage staff when inappropriate behaviors are observed | * Direct Observation |
|  | 2. | Demonstrates the capacity to create a sense of purpose even in stressful times, and to generate and maintain a positive work environment. | * Building and maintaining effective staff relationships and partnerships * Involvement in departmental activities | * Direct Observation * Staff Feedback * Department Surveys |
|  | 3. | Demonstrates a commitment to innovative public service, client-driven service, and personal growth. | * Participates in professional development & training * Has experience, education and supervision necessary to ensure effectiveness in an EBP environment * Awards/recognition received for service | * Direct Observation * Personnel file Documentation |
| **B.** | **SUPPORTS CONTINUOUS PROFESSIONAL DEVELOPMENT** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Demonstrates a clear understanding of essential performance behaviors and operational objective and goals | * Supervisor’s timely completion and submission of employee performance appraisals at initial and subsequent reviews | * Employee performance appraisals |
|  | 2. | Demonstrates initiative and a commitment to being a life-long learner | * Ongoing, voluntary and self-generated pursuit of knowledge for professional development | * Training Documentation * CEUs * Pursuit of Advanced Degree |
| **C.** | **EXHIBITS ETHICAL BEHAVIOR** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Demonstrates personal integrity and abides by the Code of Conduct | * Displays personal ethical behavior * Absence of disciplinary issues | * Direct observation * Feedback from Stakeholders * Signed Code of Conduct * Personnel File Documentation |

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| **SECTION 2: CORE COMPETENCIES AND EVIDENCE-BASED PRACTICES** | | | | |
| **A.** | **SUPPORTS AND PROMOTES USE OF EVIDENCE-BASED PRACTICES AND CONCEPTS** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Promotes skill development of staff to assess and interpret criminogenic risk/needs of juveniles, skill-building within juveniles, and participates in role play and practice sessions that assist staff in engagement practices and behavior change activities with juveniles. | * One-on-one meetings discussing criminogenic needs for targeted intervention * Effective use of MI Skills * Models Professional Alliance Traits with staff * Facilitates individual or group professional development sessions | * Case Reviews * Feedback/Surveys * Direct Observation * Administrator Meetings * Stakeholder Feedback * Intervention Tools * PaJCMS |
|  | 2. | Provides regular opportunities through structured one-to-one staff development meetings to assess, plan, and practice EBP skills. | * Timely completion of case reviews with staff * Discusses goals and activities on case plan * Effective use of MI skills * Empowers and supports staff in professional decision making | * Case Reviews * Feedback/Surveys * Direct Observation * Administrator Meetings * Stakeholder Feedback * Intervention Tools * PaJCMS |
|  | 3. | Supports and monitors staff with regard to quality case planning, by developing and reviewing case supervision plans and checklists, case consultation meetings, audit forms; providing direct observation and feedback; and monitoring staff performance with an emphasis upon increasing skills and competencies. | * Timely completion of case reviews * Ensure case plans address the most influential criminogenic needs * Observes PO and client interactions affirming good qualities and providing constructive feedback for improvements | * Case Reviews * Feedback/Surveys * Direct Observation * Administrator Meetings * Stakeholder Feedback * Intervention Tools * PaJCMS |
|  | 4. | Directs and develops staff competencies in the effective use of rewards and sanctions, and role-modeling of pro-social behavior. | * Models pro-social behaviors * Tracks rewards and Sanctions administered * Encourages the use of 4 incentives to 1 sanction * Provides modeling through the use of staff incentives | * Case Reviews * Feedback/Surveys * Direct Observation * Administrator Meetings * Stakeholder Feedback * Intervention Tools * PaJCMS |
| **B.** | **SUPPORTS AND PROMOTES USE OF ENGAGEMENT STRATEGIES** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Builds staff relationships that are consistent with professional alliance traits, including, but not limited to, Authentic, Empathetic, Empowering, Respectful, and Strength-based. | * Models positive interaction among staff * Continues to enhance knowledge and practice of Professional Alliance Traits | * Direct Observation * Feedback/Surveys |
|  | 2. | Models motivational interviewing (MI), as well as, assists in developing staff competencies in the use of motivation interviewing. | * Demonstrates effective use of MI Skill * Identifies MI components (ie: change talk, discrepancies, etc.) * Supports and encourages the use of MI Skills | * Direct Observation * Feedback/Surveys |

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| **SECTION 3: COMMUNICATION** | | | | |
| **A.** | **DEMONSTRATES PROFESIONAL COMMUNICATION** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Utilizes effective interpersonal skills, including the ability to present information and respond to questions from the Juvenile Court, County officials, colleagues, law enforcement and other stakeholders. | * Demonstrates interpersonal skills including; ability to work as a team, verbal & non-verbal communication, listening, negotiation, persuasion, and influencing skills * Exhibits positive interactions with Judges & Court Administration, stakeholders, & colleagues | * Direct Observation * Feedback from Judges, Court Administration, stakeholders, & colleagues * Self-Evaluation |
|  | 2. | Provides courtroom testimony consistent with Balanced and Restorative Justice Principles and Evidence-Based Practices | * Appropriately uses of Balanced & Restorative Justice concepts and language * Exhibits presentation skills * Exhibits organization of information | * Direct Observation * Feedback from Judges, Court Administration, stakeholders, & colleagues * Self-Evaluation |
| **B.** | **DEMONSTRATES CULTURAL COMPETENCY** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Demonstrates cultural competency, by leading, communicating and working effectively with people of all skills, genders, and racial and ethnic backgrounds. | * Demonstrates a commitment to lifelong learning in cultural knowledge * Demonstrates an awareness and sensitivity of others * Demonstrates the respectful engagement of others * Promotes and fosters an inclusive and respectful environment | * Direct Observation * Feedback from Judges, Court Administration, stakeholders, & colleagues * Self-Evaluation |
| **C.** | **DEMONSTRATES EFFECTIVE INTERPERSONAL SKILLS AND CONFLICT RESOLUTION STRATEGIES** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Communicates effectively, orally and in writing, and demonstrates good listening skills. | * Demonstrates effective use motivational interviewing skills * Exhibits ability to successfully deliver the message to the recipient * Exhibits Ability sharing the outcomes of conflict resolution communication * Effective use of oral, written, & electronic communication | * Direct Observation * Review of Written/Typed Communication |
|  | 2. | Resolves conflict, using mediation and negotiation skills | * Adheres to specific departmental policy and procedures * Addresses and takes timely action on all matters warranting conflict resolution * Demonstrates effective use of motivational interviewing skills | * Direct Observation * Feedback from Judges, Court Administration, Stakeholders & Colleagues * Review of Relevant Documents |

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| **SECTION 4: COACHING AND MODELING** | | | | |
| **A.** | **ESTABLISHES PERFORMANCE EXPECTATIONS** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Demonstrates the ability to collaboratively identify and establish staff performance expectations consistent with job descriptions and reflected in performance appraisals. | * Supervisor’s tinely completion and submission of employee performance appraisals at initial and subsequent reviews | * Direct Observation * Staff File Review |
|  | 2. | Coaches and models those under supervision to fully utilize their skills and talents consistent with the mission and goals of balanced and restorative justice, and evidence-based practices. | * Exhibits use of BARJ concepts and language * Exhibits use of EBP concepts and language * Where appropriate, and has the ability to influence decisions, staff are promoted | * Direct Observation * Case File Reviews * PaJCMS supervisor case notes, dashboards, & other reports |
| **B.** | **SUPPORTS SKILL DEVELOPMENT** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Provides opportunities for professional development of staff through the temporary assignment or delegation of greater responsibilities. | * Appropriate assignment of staff to a project or task that may exceed current skill set, but an aptitude to learn new skill exists * Appropriate assignment of staff to a time limited responsibilities, with the expectation that will be returned to previous responsibilities | * Direct Observation * Staff Feedback * Self-Evaluation |
|  | 2. | Supports staff identification of professional development needs and interests, provides opportunities to participate in opportunities, and application of knowledge and skills. | * Improved staff knowledge and skills * Staff job satisfaction | * Direct Observation * Performance Appraisals * Participation in professional development (JEMS or other documentation) * Self-assessment * Staff Self-Report |
| **C.** | **DEMONSTRATES ABILITY TO PROVIDE DIRECTION** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Demonstrates the ability and willingness to work with others as team player. | * Involvement in employee professional development, emergency situations, court duties and field work * Provides constructive feedback, coaching and mentoring co-workers | * Direct Observation * Staff Feedback * Self-Evaluation |

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| **SECTION 5: CRITICAL THINKING** | | | | |
| **A.** | **ASSESSES AND DEVELOPS SERVICE AND ORGANIZATIONAL SOLUTIONS** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Organizes, analyzes, and interprets information to make sound decisions and accept responsibility and accountability for those decisions. | * Active participation in administrative meetings * Demonstrates the ability to both identify problems and provide possible solutions to identified problems | * Direct Observation |
| **B.** | **ASSESSES AND DEVELOPS PERSONNEL SOLUTIONS** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Exercises good judgement and develops sound, well-reasoned solutions to support staff growth and development. | * Active participation in administrative meetings * Demonstrates the ability to consider multiple solutions to an identified problem * Maintains ownership of chosen solution | * Direct Observation |
|  | 2. | The capacity to provide staff recognition and/or corrective action to address performance and conduct issues. | * Appropriately praises/rewards staff * Appropriately holds staff accountable | * Direct Observation * Staff File Reviews * Staff Performance Appraisals |
| **C.** | **ASSESSES AND DEVELOPS FISCAL SOLUTIONS** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Understands and analyzes financial information and budgetary requirements to efficiently and effectively manage staff responsibilities and department resources. | * Management of overtime budget * Ensures that resources are applied to moderate and high risk * Takes into consideration budgetary restraints prior to granting requests such as overtime, travel or training. * Where appropriate and relevant, exhibits understanding and participation in the Needs-Based Budgeting process | * Direct Observation * Budget Review |

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| **SECTION 6: MANAGEMENT TOOLS AND TECHNOLOGY** | | | | |
| **A.** | **USES AND MANAGES CASE MANAGEMENT SYSTEMS AND SOFTWARE PACKAGES** | | | |
|  |  | **Performance Factor** | **Measures** | **Methods** |
|  | 1. | Ensures the accurate and timely input of information and data by staff into the PA Juvenile Case Management System (PaJCMS) and the Juvenile Court/Common Pleas Case Management System (CPCMS). | * Entered information and data is accurate as compared to source information * Information and data is entered according to timeframes established by policy | * Review of PaJCMS and CPCMS system entries * Review of Audit Reports * Review of Dashboards |
|  | 2. | Demonstrates an ability to manage and interpret information/data collection systems to monitor and evaluate staff and department performance. | * Demonstrated familiarity of PaJCMS reports and dashboards to monitor and evaluate staff * Utilization of PaJCMS reports and dashboards to monitor and evaluate staff | * Direct Observation * Monthly Case Conferences |
|  | 3. | Demonstrates an ability to use, teach, and manage tools and processes designed into the PaJCMS to monitor, manage and evaluate activities by juvenile probation officers, youth and their families | * Demonstrated ability to teach and instruct staff on the proper use and interpretation of PaJCMS reports and dashboards | * Direct Observation * Administrative Reviews |