**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*
 |