**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
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