Managing Organizational Change & Workforce Development for the Modern Day Juvenile Justice System Leader

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Driving the Need For Juvenile Justice Organizational Change

➢ 2005 Roper v. Simmons

➢ 2010 Graham v. Florida

➢ 2012 Miller v. Alabama

➢ Use of Data to Drive Decisions

➢ Adoption of Evidence Based Practices –

• Move from Monitoring to Change Agent

➢ Understanding the Impact of the Inappropriate Usage of Incarceration

➢ Children are Different Than Adults

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Goal For Changing Juvenile Justice Organizations

➢ Enhance Accountability Efforts

- Accountability Does Not Equal Punishment
- Dosage Is Important

➢ Enhance Community Protection Efforts

- Moving Resources From Low Risk to High Risk Offenders

➢ Enhance Victim Protections

- Knowledge, Involvement and Restoration

➢ Reduce Recidivism

- Implementing Evidence Based Practices
- Positive Impact on Behavioral Change

Process For Making Change: The Fairfax County Story

- ➢ Strong Leadership

- ➢ Connection w/Mid-Level Supervisors

- ➢ Engaging Staff

- ➢ Educating Court Partners

Strong Leadership

➢ Own the Change

➢ Set Coarse for Organization

➢ Understand Why Change Is Needed

➢ Get Involved in Change Process

➢ Be the Voice of Change

Connect with Mid-Level Managers

➢ Develop Understanding, if not Consensus

➢ Provide Adequate Training

➢ Empower to Promote Change

➢ Voice of Change

Engaging Line Staff

➢ Educating Staff

➢ Frequent Information Sharing

➢ Engaging staff in decision making

➢ Modeling change

➢ Quality training specific to EBP

Educating Court Partners

➢ Judiciary

➢ Prosecutor

➢ Public Defender

➢ Bar Association

➢ Law Enforcement

➢ Schools

➢ Community

Results

➢ Entire Agency Trained in Evidence Based Practices – MI & YASI

➢ Reduced Detention Center Population by 65%

➢ Double Diversion Rate 13% - 26%

➢ Increased Diversion Options – Restorative Justice Pre-Complaint

➢ Probation Caseloads Reduced

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Workforce Development
Hiring, Training, and Retaining for the Mission

Understanding, Upholding and Communicating the Stated Mission and Vision

- ➢ Realistic

- ➢ Credible

- ➢ Attractive

- ➢ Future

- ➢ Implementing the Vision

- ➢ Set of Sound Beliefs

- ➢ Faithful Adherence to those Beliefs

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Organization Culture Moving:
From a Workplace to a Place Where People Want to Work

➢ Create a Positive Culture

➢ Understanding Organization Culture

➢ Aligning Organization and Commitment

➢ Working to Impact Culture at Work

Recruitment

➢ Attracting Best Candidate - Outreach

➢ Generation Divide Veterans: Baby Boomers, Generation X, Millennials

➢ Recruiting For Core Strategies

➢ Monitoring Cost-Effectiveness

➢ Testing and Screening

➢ Recruiting Strategically-The Key Questions

➢ Putting Recruitment in Perspective

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Commitment to Hiring and Retaining a Diverse Staff

➤ Decisions are Based on Finding the Best Candidate and Not by Quotas

➤ Does the Demographic Reflect Who You Serve or Want to Serve?

➤ Identify the Organizational Needs

➤ Ask Existing Employees for Referrals

➤ Recruitment Advertising & Re sourcing

➤ Talk to Community Organizations to Help Find Candidates

➤ Provide Diversity Training in Your Workplace

➤ Diversity vs. Inclusion

➤ Willing to Accommodate Cultural and Religious Holidays and Diversity-Friendly

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Retention
Keeping the right people in the right places

- ➤ The Cost of Turnover
- ➤ Determine Why Employees Leave-and Why They Stay
- ➤ Keeping the Best Employees
- ➤ Impact of Supervisors on Employee Retention
- ➤ Performance Evaluation, Stay Interviews and Exit Interviews
- ➤ Succession Planning
- ➤ Career Planning and Development
- ➤ Generation Diversity
- ➤ Mentoring and Coaching
- ➤ Competitive Compensation

Employees Don't Quit Jobs, They Quit Managers-Steve Miranda

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Self- Awareness: Continuous Understanding of the Need for Professional Development and a Willingness to Adapt and Grow

➢ Seeks feedback and direction for their duties, responsibilities and professional development

➢ Notices how different situations requires different responses

➢ Actively pursues professional development

➢ Determines departmental fit through training and interaction

➢ Learns how to be flexible in different situations

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Strategies for Success-Getting Stated

➢ The Right Focus-Envisioning the future

➢ The Right Attitude-Embracing Change

➢ The Right Process-Embarking on Internal and External Collaboration

➢ Develop Strategies for Success

➢ Clear on Outcomes and Assessments

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