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
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
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
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
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 & 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
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
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
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