

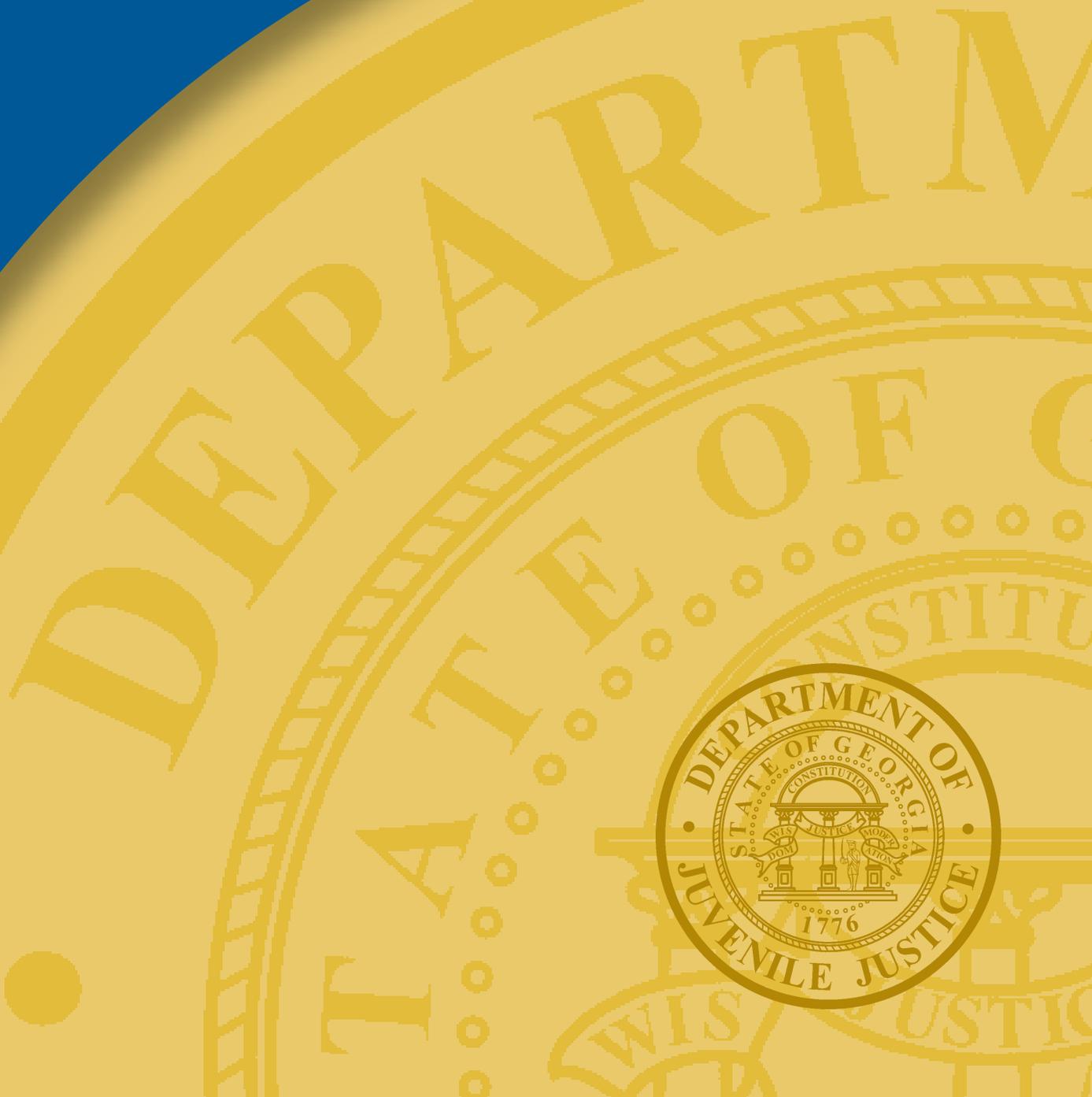
Georgia Department of Juvenile Justice

# Strategic Plan

2005-2007

**VOL. 2 • WORKFORCE PLAN**

Commissioner Albert Murray





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## DEPARTMENT OF JUVENILE JUSTICE WORKFORCE PLAN

### Assess Future Business and Staffing Outlook

*List of Trends, Issues, and Challenges Affecting the Agency*

Title	Description
<b>Constraints on Competitiveness</b>	Continued revenue shortfalls place limitations on our agency's ability to compete with salaries in the private sector and to attract and retain specialized personnel.
<b>Legal Environmental – Law Enforcement, Judicial, and Legislative</b>	External entities, such as law enforcement personnel and local juvenile court judges, dictate the level and type of services provided by DJJ.
<b>Changing Technology</b>	Technology changes such as statewide tracking systems and the growth of high-speed internet access has created the need for a more technically savvy workforce.
<b>MOA Monitoring</b>	Memorandum of Agreement with the U.S. Department of Justice requires modifications in DJJ operations to achieve and maintain facilities and staffing levels that are in compliance with the agreement.
<b>Population Changes – Needs and Magnitude</b>	Georgia's population has seen a significant increase over the past 10 years. This increase translates to an increased at-risk population that affects workforce needs. Although the number of youths supervised in secure settings is forecasted to decline over the next five years by about 181, the number of youths supervised in non-secure settings is expected to increase.

These Trends, Issues, and Challenges have been selected from the Environmental Scan described in Section 5 of this document. These trends, issues, and challenges affect workforce planning in the following manner:

- Workforce Levels – Factors such as Constraints on Competitiveness affect the number of potential hires available to DJJ. The constraints on government agencies to do more with less affects any efforts by DJJ to maintain facilities at legally required minimum staffing levels.

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- **Workforce Skills** – Changing Technology requires DJJ’s workforce to enhance its technical proficiencies and competencies. The increase in Georgia’s Spanish-speaking population requires DJJ to develop targeted efforts to recruit bi-lingual delivery personnel.
- **Population Increases** – *Population Changes* and *Legal Environment* are external factors that affect the potential population to be served by DJJ. DJJ must respond to these environmental factors and be prepared to address the increased need.

## Impact of Trends, Issues, and Challenges by Functional Area

Functional Area	Constraints on Competitiveness	Legal Environment – Law Enforcement, Judicial, and Legislative	Changing Technology	MOA Monitoring	Population Changes – Needs and Magnitude
<b>Support Services</b>	H	M	H	H	M
<b>Treatment</b>	H	H	H	H	H
<b>Assessment/Classification</b>	M	M	M	M	H
<b>Temporary Positions</b>	L	L	L	L	H

Note: H = high; M = medium; L = low

The trends, issues, and challenges facing the Department are likely to affect its service delivery personnel – the Assessment/Classification, and Treatment Business Functions. For these areas—costs and standards—are increasing. Temporary positions will not be dramatically affected by these changes, except in the event of significant population increases that could result in greater reliance on temporary positions. The use of outsourcing to meet specialized service needs may reduce the need for certain personnel.

### Staffing Projections for Jobs within Each Function

[See Appendix B-2 for this exhibit.]

The matrix in Appendix B-2 presents the anticipated future staffing needs over the next five years. The staffing needs identified in the matrix focus on the needs derived from the implementation of DJJ’s strategic goals and objectives. These mission-critical staffing needs will have a significant effect on DJJ’s ability to accomplish its vision, mission, strategic goals, and strategic objectives.



A DJJ staffing study was conducted to determine the staffing needs of DJJ secure facilities. Each site was assessed based on mission, physical plant, relief factors (training, leave, holidays), risk factors of the population assigned or special populations, and number of specialized units. Assessments included the number of JCOs needed to supervise youth within living units as well as those responsible for other duties, (i.e., security functions, control centers, visitation, education, transportation, detail assignments, etc.). A significant portion of the staffing needs projections in Appendix B-2 derive from the staffing study and updated information from the DJJ Human Resources staff.

The job classifications projected to experience an increased demand include the following:

- Social Services Providers/Psychologists
- Nurses/Nurse Managers/Nurse Practitioner
- Juvenile Correction Officers
- Food Service Employees/Food Service Managers

Filling vacancies in these areas over the next two-to-three years will assist us in accomplishing our vision, mission, and strategic goals and objectives. With adequate staff, we can establish acceptable workload levels and improve service delivery.

### ***General Summary Statement***

The Business and Staffing Outlook requires a review of the staffing needs analysis based upon the environmental factors and strategic directions of the organization. The Workforce Planning Team selected the following environmental factors – Constraints on Competitiveness, Legal Organization, Changing Technology, MOA Monitoring, and Population Changes that are expected to affect the future staffing composition in the following areas:

- Skills required
- Increases/decreases in staffing levels

The environmental analysis addresses factors that have an impact on the current staffing resource levels of the Department. Specifically, factors such as the legal environment and population changes may require the Department to increase its current staffing levels:

- Courts affect the staffing needs because these entities can commit youth to detention and to long-term care facilities that DJJ operates. As a result, DJJ must do its best to anticipate the actions of the courts to better manage any increases or decreases in workload.
- Population Changes, such as the increase that has occurred over the past 10 years, could cause the population that DJJ supervises to increase. This increase will require more staff to keep the desired/required ratio of case managers and staff to juveniles in all DJJ programs.



The Business and Staffing Outlook provides many useful information and enables the Workforce Planning Team to focus upon these factors when conducting the other analyses performed later in the planning process.

## **Assess Diversity and Turnover Outlook**

### *Numbers of Incumbents by Gender*

[See Appendix B-3 for this exhibit.]

As illustrated in Appendix B-3, DJJ does not appear to have any large Job by Gender diversity issues. Overall, the Department is approximately 57% female with some program services being female dominated (Nurses) and many other services having a majority of males, but with a significant female population as well, (e.g., JCOs).

### *Numbers of Incumbents by Ethnic Group*

[See Appendix B-4 for this exhibit.]

As illustrated in Appendix B-4, DJJ has some issues regarding Diversity by Ethnic Group in its workforce. Given the recent increase in Hispanic population in Georgia, the Department has a lower number of Hispanic employees than might be optimal. Of the 4,515 permanent DJJ employees shown in PeopleSoft, only 30 are Hispanic. African Americans compose 64.5 percent of the DJJ workforce while Whites makeup 33.3 percent of the DJJ workforce with other races making up the balance.

### *Numbers of Incumbents by Age*

[See Appendix B-5 for this exhibit.]

As illustrated in Appendix B-5, DJJ has some issues regarding Diversity by Age in its workforce. Specifically of note, the Teacher Job Classification has a majority in the 45-60 age range. This fact suggests that the Department may need to focus some recruitment on younger teachers to provide effective succession planning and to bring longevity to the Educational Programming staff.

### *Numbers of Incumbents by Tenure*

[See Appendix B-6 for this exhibit.]

As illustrated in Appendix B-6, DJJ has some issues regarding Diversity by Tenure. The Department has a large number of employees with 0-4 years of experience. Specifically, approximately 2,784 out of 4,515 are within the 0-4 tenure range. The significance of these numbers is heightened given that a large percentage of these employees reside in direct service delivery positions such as Juvenile Correctional Officers, Juvenile Probation/Parole Specialists, Food Service Employees, and professional staff like Education, Behavioral Health, and Medical Providers.

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## Turnover Analysis Matrix

[See Appendix B-12 for this exhibit.]

Employee turnover comes with a cost—costs associated with recruitment, orientation, training, and lost productivity. The Turnover Analysis Summary matrix presented below provides an estimated cost for turnover by job classification:

### Turnover Analysis Summary Matrix

Job Code Description	Job Codes in Count <sup>1</sup>	Turnover Costs	Percent of Total
<b>JCO (1-2)</b>	2	\$19,723,240	41.3%
<b>Nurses</b>	7	\$1,719,435	3.6%
<b>Teacher</b>	4	\$3,541,173	7.4%
<b>Food Services Worker</b>	6	\$1,290,802	2.7%
<b>Social Service Provider 2</b>	2	\$392,315	0.8%
<b>Other</b>	215	\$21,043,356	44.1%
<b>Total</b>	<b>236</b>	<b>\$47,710,321</b>	<b>100.0%</b>

*Note: Turnover costs are based on a Georgia Merit System formula that estimates the impact of turnover at 140% of salary times the number of vacancies in a year.*

As illustrated in the summary table above, job groups highlighted above represent approximately 42.0 percent of the total estimated turnover costs to the Department. The Juvenile Correctional Officers and Nurses alone represent approximately 44.9 percent of the Department's annual estimated turnover costs. This suggests that specific targeted retention and recruitment strategies should be instituted to address these issues.

The complete matrix illustrated in Appendix B-12 presents the Turnover Rates of all specific job classifications. For presentation purposes, the following table highlights the classifications with the highest turnover rates:

<sup>1</sup> Represents the number of PeopleSoft HR/Payroll job classifications summarized in the job count description column

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Job Code Description	Number Started in Job 7/1/2003	Number Leaving Job by 6/30/2004	Turnover Percentage
Juvenile Correctional Officer 1	1,204	519	43.1%
Professional Health Care Worker*	195	85	43.6%
Maintenance Worker*	32	84	262.5%
Professional Education Worker*	38	38	100.0%
Clerical Worker*	60	63	105.0%
Support Services Worker*	42	35	83.3%
Juvenile Probation/Parole Spec 2	299	45	15.1%
Nurse	46	16	34.8%
Professional Social Service Worker*	61	29	47.5%
Juvenile Correctional Officer 2	260	42	16.2%
Food Service Worker*	27	24	88.9%
Teacher	129	30	23.3%
Food Service Employee 1	61	18	29.5%
Law Enforcement Worker*	31	13	41.9%
Juvenile Probation/Parole Spec 1	87	11	12.6%
Social Service Provider 2	42	8	19.0%
Other	1,726	317	18.4%
<b>Total</b>	<b>4,340</b>	<b>1,377</b>	<b>31.7%</b>

*\*These positions are filled by persons who work on an hourly rather than a salaried basis. They are also known as hourly workers. Turnover in these positions is expected to be high because workers are hired to address the fluctuating need for services.*

Based on the estimated cost associated with turnover, the actual number of positions turning over in a year, and the turnover percentage, the following job classifications deserve a closer analysis:

- Juvenile Correctional Officers (1-2)
- Nurses
- Food Service Employee
- Social Services Provider 2
- Teacher

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Certain positions that have either high absolute turnover or a high percentage rate of turnover, such as professional health care workers, clerical workers, and professional social service worker, are omitted from the above list because they are hourly employees whose employment tenure is generally based on the fluctuating demand for services. The remaining job classifications listed above should be considered for inclusion in DJJ’s Comprehensive HR Strategy.

*Diversity Gap Analysis*

[See Appendix B-13 and Appendix B-14 for this exhibit.]

The Diversity Gap Analysis allows the Department to compare its diversity breakdowns to that of the State of Georgia and of the labor force in Georgia. As previously noted, the Department only foresaw minor diversity issues related to Spanish-speaking personnel being needed to assist with the increasing Hispanic population in Georgia. Very few issues associated with the gender breakdown of the current workforce were identified. The Diversity Gap Analysis Charts (A & B), illustrated below, present these results:

*Diversity Gap Analysis Summary Chart A Percent of DJJ Workforce by Ethnicity*

Business Function	Black	Hispanic	Multirace	White	Asian	Other	Am. Indian
<b>Treatment</b>	67.3%	0.6%	0.6%	30.5%	0.3%	0.4%	0.3%
<b>Assessment &amp; Classification</b>	75.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%
<b>Support Services</b>	55.1%	0.9%	0.4%	42.8%	0.4%	0.3%	0.2%
<b>Total</b>	<b>64.5%</b>	<b>0.7%</b>	<b>0.6%</b>	<b>33.3%</b>	<b>0.4%</b>	<b>0.4%</b>	<b>0.3%</b>

According to the year 2000 census, the population of Georgia is made up of the following racial/ethnic groups:

Population	Black	Hispanic	White	Asian	Other	Am. Indian
DJJ Workforce	64.5%	0.7%	33.3%	0.4%	1.0%	0.3%
Georgia pop.	25.9%	5.3%	62.5%	2.1%	3.8%	0.3%

• The percentages for Whites and Blacks have been adjusted to exclude those reporting themselves as Hispanic

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Population statistics, which are shown above, are not necessarily the same as the Labor Force statistics. In Georgia, Whites makeup 75.5 percent of the labor force while Blacks makeup 22.5 percent of the labor force.

There are differences between the diversity breakdown of the population of Georgia and the diversity breakdown of employees in the Department of Juvenile Justice. The Workforce Planning Team, however, do not believe these disparities should be addressed through a strategic initiative.

The Team has noticed that recent increases in Hispanic population to Georgia and DJJ facilities have caused an increased need for Spanish-speaking service delivery and community staff. Given the need to interact with the community, youth, families, etc., and the fact that only 0.7 percent of the Department is Hispanic, DJJ wishes to address the need for more Spanish-speaking staff as a Diversity Gap in the HR Strategy. Although the numbers did increase slightly in fiscal year 2004, DJJ still intends to conduct targeted recruitment as needed, to reflect the increase in diversity of the population we serve.

*Diversity Gap Analysis Summary Chart B*

Business Function	Male	Female
Treatment	49.2%	50.8%
Assessment & Classification	0.0%	100.0%
Support Services	22.7%	77.3%
<b>Total</b>	<b>43.03%</b>	<b>56.97%</b>

As illustrated by the table above, the Department has a fairly consistent mix of male and female representation within Processing and Case Management and in Public Safety. In the areas of Treatment, Support Services, and Assessment and Classification, female employees far outnumber their male counterparts.

**General Summary Statement**

The Diversity and Turnover analysis enables the Department to use the data from PeopleSoft HR/Payroll to make more informed decisions about future initiatives and needs of the Department. This exercise serves the Department by providing an analytical approach to addressing the problem. Specifically, the Department has noted four major issues within this analysis:

- **Diversity Issue** – DJJ has noticed that the increasing number of Hispanics in the State of Georgia has naturally created an increase of Hispanic youth that require services and needs that are not



always available. The Department will focus its recruitment and rewards strategies to address these issues and attract more Spanish-speaking workers.

- **Turnover Issue** – DJJ has an annual turnover cost of approximately \$47.7 million in fiscal year 2004, a decrease from \$53.3 million in fiscal year 2003. Given that 49.9 percent of those costs are the result of Nurses and Juvenile Correctional Officers’ turnover, a successful effort to recruit and retain nurses and JCOs could have a positive financial impact on the Department.
- **Retirement Issue** – DJJ has forecast some potentially high retirements within the Job classifications noted as high turnover positions – Juvenile Correctional Officers, Teachers, Social Service Providers and Nurses. These positions represent the majority of the positions that deal directly with youth, families, external organizations, and the community. As a result, these positions and the forecasted retirements must be addressed immediately such that the relationships with new personnel including mentoring, training, and knowledge transfers can be achieved.
- **Male Female Disparity** – There is a notable disparity between the percentage of males assessed and classified in the system and the percentage of males that participate in assessment and classification. This may warrant a further review by the Department.

These issues point to areas in which the Department must attempt to acquire specifically skilled individuals and use some of the openings highlighted in the Retirement Projections to recruit individuals with new skill sets. This analysis will be useful in the HR Strategy portion as Turnover and retirement provide opening for targeted specific technical and professional competencies.



## Analyze Competency Gaps

### *Competency Gap for Targeted Jobs/Job Groups*

The Competency Gap Analysis was conducted through an arithmetic method to determine those areas where the analysis showed differences. To perform this analysis, the Department used the methodology defined in the SWIFT Workforce Planning Tool:

$$\text{Competency Gap} = \text{Needed Competency Per Job Classification} - \text{Current Competency Per Job Classification}$$

Notably, this analysis identifies gaps where the needed level of competency is greater than the current level of competency (Positive Gap Number) and where the needed level of competency is less than the current level of competency (Negative Gap Number). The results are presented in this fashion follow:

Job Classification	Learning	Ethics/ Integrity	Interpersonal Skills	Customer Focus	Results Focused	Professional / Technical Expertise
Nurse	1	0	1	0	-1	1
Nurse Lead	1	0	1	0	0	1
Juvenile Correctional Officer (1-2)	1	0	1	0	1	1
Social Services Provider 2	1	0	1	1	1	1
Food Service Employee	1	0	1	1	1	1

### *General Summary Statement*

The Competency Gap Analysis presented in the previous matrix, illustrates where competency gaps exist. The competency gap analysis yielded the following findings:

- *Nurse* – The Nurse job classification exhibits competency gaps for learning, interpersonal skills, and professional/technical expertise. These competency gaps provide the opportunity for further assessment of the causes – recruitment, retention, continued education, etc. – and enable the Department to address the needs through HR strategies. The Nurse job classification is an



extremely critical position to the Department that can have implications on the Cost Outcomes, Strategic Outcomes, and Outcome Changes if less than qualified people fill these positions.

- ***Nurse Lead*** – The Nurse Lead job classification has exhibited competency gaps for learning, interpersonal skills, and professional/technical expertise. Department may wish to use training/recruitment techniques to address these deficiencies.
- ***JCO (1-2)*** – The JCO job classification has exhibited the second highest number of competency gaps within the targeted positions. JCOs have been ranked with competency gaps in Learning, Interpersonal Skills, Results Focus, and Professional/Technical Expertise including oral and written communication. These gaps illustrate the need for increased skill sets among JCOs, but also that JCOs represent an entry level facilities position where quantity in many cases is as needed as quality. As such, the constant need for JCO applicants can affect the competencies of the existing workforce.
- ***Social Service Providers 2*** – The SSP2 job classification has exhibited competency gaps in Learning, Interpersonal Skills, Customer Focus, Results Focus, and Professional/Technical Expertise. These gaps suggest that the Department should review its processes to ensure that feedback and solutions are available for closing these gaps and improving SSP2 performance in these highly critical competencies.
- ***Food Service Employee*** – The Food Service Employee job classification has exhibited the most competency gaps of the targeted positions. Food Service Employees have competency gaps in Learning, Interpersonal Skills, Customer Focus, Results Focus, and Professional/Technical Expertise including oral and written communication. These gaps illustrate that the Food Service employees do not have the required core competencies or necessary professional skills needed to perform operations required by the Department.

These competency gaps illustrate the areas in which DJJ should focus its resources and strategies to achieve a more proficient workforce that satisfies the needs and desires of the Department. The major core competencies that exhibited the highest gaps—Learning, Interpersonal Skills, and Customer Service/Client Orientation—reflect the need for Department-wide initiatives. Conversely, gaps within the Professional/Technical Competencies illustrate the need for job-specific strategies that address the source of the need and assist in meeting that need.

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**Human Resource Strategies**

*Matrix of Selected Workforce Gap-Closing Strategies in Relation to Competency Gaps*

Competency Gaps	Recruitment	Selection	Training	Performance Management	Total Rewards
<b>Learning</b>	Target colleges, universities, tech schools and community organizations			Use the standardized performance management tool to assess specific needs	
<b>Interpersonal Skills</b>		Use standardized selection instruments that address required competencies (IMPACT, etc.)	Formulate individual development plans using the assessment of training needs in Performance Evaluations and the resources/options available to deliver those services	Use the standardized performance management tool to assess specific needs	Provide incentives for receiving advanced education, as available
<b>Results Focus</b>		Use standardized selection instruments that address required competencies (IMPACT, etc.)	Formulate individual development plans using the assessment of training needs in Performance Evaluations and the resources/options available to deliver those services	Use the standardized performance management tool to assess specific needs	Provide incentives for receiving advanced education, as available

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Competency Gaps	Recruitment	Selection	Training	Performance Management	Total Rewards
<b>Professional/ Technical Expertise</b>	Target colleges, universities, tech schools and community organizations	Use standardized selection instruments that address required competencies (IMPACT, etc.)	Formulate individual development plans using the assessment of training needs in Performance Evaluations and the resources/options available to deliver those services	Use the standardized performance management tool to assess specific needs	Provide incentives for receiving advanced education, as available
<b>Customer Focus</b>			Formulate individual development plans using the assessment of training needs in Performance Evaluations and the resources/options available to deliver those services	Use the standardized performance management tool to assess specific needs	

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*Matrix of Selected Workforce Gap-closing Strategies in Relation to Diversity Gaps*

Diversity Gaps	Known Problem Areas	Recruitment	Selection	Succession Planning	Total Rewards
<b>Ethnic Group</b>	Spanish-speaking service delivery staff	Recruitment Strategy targeting Spanish-speaking personnel		Highlight turnover in service delivery to Spanish-speaking people	
<b>Gender</b>	None				
<b>Age</b>	None				
<b>Tenure</b>	None				

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*Matrix of Selected Workforce Gap-closing Strategies in Relation to Competency, Diversity, Staffing Gaps Specific to Each Job and/or Job Group*

Job Classification	Recruitment	Selection	Training	Performance Management	Compensation	Total Rewards
<b>Nurse</b>	Targeted Recruitment Initiative	Standardized Selection Instrument	Individual Planning Process Initiative	Performance Evaluation – Planning and Review Assessment Instrument	Entry level salary negotiations	
<b>Nurse Lead</b>					Entry level salary negotiations	
<b>Juvenile Correctional Officer (1-2)</b>	Targeted Recruitment Initiative	IMPACT – Video Selection Assessment Tool	Individual Planning Process Initiative	Performance Evaluation – Planning and Review Assessment Instrument		
<b>Social Services Provider 2</b>	Targeted Recruitment Initiative	Standardized Selection Instrument	Individual Planning Process Initiative	Performance Evaluation – Planning and Review Assessment Instrument	Entry level salary negotiations	
<b>Food Service Employee</b>	Targeted Recruitment Initiative	Standardized Selection Instrument	Individual Planning Process Initiative	Performance Evaluation – Planning and Review Assessment Instrument		



*Operational Strategy for Reducing Time between Vacancy and Placement*

**What is the problem?**

The time between authorization to fill a position and when the position is filled can range from six weeks to six months for some critical positions.

**What is the HR Strategy?**

Re-engineer the recruitment/hiring process and automate, where possible.

**What is the objective?**

Reduce to four weeks the average time needed to fill a vacancy.

**What is affected?**

The targeted job groups would be affected – Nurses, JCOs, Food Service Employees, and Social Service Providers 2 in particular, but the change should affect the ability to fill any position in the Department.

**How will success be measured?**

Success will be measured by a reduction in the length of time it takes to fill a vacancy in the Department. With some adjustments to the data, this information can be obtained from the State's Phoenix System (PeopleSoft).

**What are the primary action steps to implement?**

The strategy for reducing the time between vacancy and the filling of a position has two components. One is creating and maintaining a pool of available resources and the other is streamlining the actual steps of the hiring process. To create and enhance the pool of qualified applicants DJJ may need to do some or all of the following:

- Approach the Nursing Schools in Georgia to solicit new applicants
- Hire a qualified, dedicated headhunter/recruiter
- Recruit trained loan forgiveness prospects
- Advertise through job fairs, media, and newspapers
- Review alternate staffing arrangements that may decrease the need for scarce personnel such as expanding the use of EMTs



- Work with GMS, office of GOV OPB to identify ways in which the State is approaching the problem of nurses in particular across State government.
- Obtain necessary flexibility in salary offering–based on qualifications, location, and education

#### *General Summary Statement – HR Strategy*

This section presents DJJ’s comprehensive HR Strategy that links current workforce enhancements and initiatives to the HR Strategies first identified in the fiscal year 2004 Workforce Planning Process. For presentation purposes, this narrative is organized as follows:

- Overview of the HR Strategy
- Funding Information
- Implementation/Change Management
- Conclusion

#### **Overview of the HR Strategy**

DJJ carried out the Workforce Planning components of the fiscal year 2004 Strategic Planning Process to assess its workforce levels, diversity, turnover, and competencies. Through this analysis, the Department identified positions that have exhibited deficiencies in one or more of these areas and developed either targeted or department-wide strategies to address these deficiencies. The Department has developed a comprehensive HR Strategy that addresses the following areas:

- Recruitment
- Selection
- Performance Evaluation
- Training
- Compensation
- Total Rewards

Each of these strategies is addressed below including descriptions of the Department’s current or proposed initiatives within these areas.

#### *Recruitment*

DJJ has initiated a comprehensive, targeted recruitment initiative geared to address staffing levels, competency, and diversity needs throughout the organization. The Department has geared this initiative to address needs within the following job classifications:



- ***Nurse and Nurse manager*** – Nurse and Nurse Manager job classifications serve a critical need for the Department by providing medical services to youth. The Department has initiated an effort to re-engineer the recruitment and hiring process to reduce the time between authorization to hire and filling the position. The Department will continue with its targeted recruitment strategy to assist in the diversity and competency gaps by targeting specialized educational institutions.
- ***JCO*** – JCOs are the frontline workers in secure facilities. To be effective, facilities need an adequate number of skilled staff for optimal performance. Through a targeted recruitment plan directed at addressing the number and composition of JCO workforce, the Department believes it can narrow competency, diversity, and staffing gaps and develop the required workforce for conducting daily operations.
- ***SSP2*** – A Social Service Provider 2 is an employee that works directly with the youth to deliver social work-related services. This can include one-on-one sessions, group sessions, referrals, and other specialized programs. This position classification will benefit from targeted recruitment and a streamlined recruitment and hiring process.
- ***Food Service Employee*** – Food Service Employees provide the necessary nutritional needs to youth in secure facilities. As such, the Department must have adequate staffing resources to perform these services. The targeted recruitment program addresses these needs by focusing on resource pools throughout the State and recruiting potential candidates proactively.

The targeted recruitment initiative seeks to address the staffing and diversity needs addressed above through focusing on areas where significant resource pools are available and resources can be found. This initiative makes the Department proactive in finding potential candidates and stands as a significant measure in addressing the workforce gaps addressed in this analysis.

### *Selection*

The Department has initiated two selection instruments for assessing incoming candidates based upon needed competencies. The Department has developed these two instruments to assess the qualifications of the workforce and avoid hiring applicants that do not have the required skills/temperament to succeed within the organization. These instruments have been developed to address the competency gaps and turnover resulting from acquiring resources without assessing personality traits or temperaments that may adversely affect job performance. These selection instruments are as follows:

- IMPACT Selection Tool
- Standardized Selection Tool



The IMPACT Selection Tool has been developed for use with Juvenile Correctional Officer job as well as potential use with the direct care staff. This position can encounter stressful situations such as fights, disturbances, youth-on-youth incidents, and youth-on-staff incidents. The Department recognizes the need to have frontline staff that are capable of handling these types of situations in an effective and least confrontational manner. The IMPACT selection instrument is a video-based assessment tool that asks potential candidates to react to specific situations and then assesses their response in light of possible intervention actions. Additionally, this assessment instrument captures self-motivation traits and interpersonal skills. Efforts to develop the IMPACT test have been underway since July 2001. The Department has completed the filming of the video and will begin deploying the tool in fiscal year 2004.

The second instrument is called the Standardized Selection Instrument. This assessment tool is currently being developed in conjunction with the IMPACT test and will incorporate many of the same features. Conclusions derived from validation studies indicate that applicants for other jobs whose incumbents work directly with juvenile offenders in a facility-based or community setting, (e.g., SSP2, Nurses, Teachers, and JPPS), can be assessed in job-specific situations in a manner that will enable the Department to make decisions on an applicant's suitability to work in this environment and with this client population. Specifically, the Department has targeted job classifications, such as SSP2, JPPS, Nurses, and Teachers, to be assessed in job specific situations and evaluated based upon behavioral traits exhibited.

With a more systematic approach to employee selection, the Department hopes to close core competency gaps in such areas as self-management, interpersonal skills, and customer service/client orientation. In turn, hiring decisions for targeted jobs will be based on relevant and validated factors that should help to reduce current turnover rates and associated training costs.

### *Performance Evaluation*

The Department implemented a revised performance management system in July 2003. System components include five major sections and focus on the assessment of both organizational and job family competencies, as well as critical, position-specific job responsibilities. The five sections are:

- ***Department's Core Competencies*** – Every employee's performance is assessed against the same standard of master-level performance in each core competency regardless of their job. These competencies link directly to the Department's stated mission, vision, and values. This section includes a four-level rating scale moving from Rarely (performs at this level) to Always (performs at this level). An employee's self-assessment and the evaluating supervisor's overall assessment encourages dialogue on the employee's actual level of performance as well as discussion on areas in need of improvement and steps to enhance performance for the remainder of a current plan year (when used as a mid-year performance review) or in the next performance plan year (when used in conjunction with performance planning efforts).



- ***Job Family Competencies*** – The second section of the performance assessment pertains to job specific competencies such as communication skills, technical expertise/job knowledge, accountability, etc. This section allows the supervisor and employee to make critical assessments of the job specific performance. Additionally, the supervisor is provided with an area to mark the highly critical competencies and those in which development is needed. This phase encourages an open discussion of the assessment as well as a foundation for the corrective plan for specific deficiencies.
- ***Critical Position Responsibilities*** – The third section of the evaluation enables the supervisor to comment on the employees’ job responsibilities and access performance. The third section of the evaluation enables the supervisor to comment on the employee’s specific responsibilities and assess both individual responsibility statements as well as an employee’s overall performance in this area.
- ***Appraisal of Important Projects and Goals*** – The fourth section of the review asks the supervisor and employee to develop a game plan for the following year, including anticipated outcomes and measures, results, and timeframes for completion. This step enables the employee and supervisor to address any needs illustrated in the initial sections and include them in the plan.
- ***Major Achievements/Contributions*** – The final section asks the supervisor to describe the importance of the employees’ achievements as they relate strategically to the Department’s Mission, Vision, Goals, values, etc. Additionally, this section calls for an overall summary by the supervisor and an overall employee ranking (Did Not Meet Expectations, Met Expectations, Exceeded Expectations). Finally, this section includes signatures with dates from all involved parties.

The revised performance management system will enable the Department to assess individual employee performance as well as each supervisor’s assessment skills. Through the assessment of both core and job family competencies, employee performance will be linked to more directly to organizational success in meeting established goals and objectives. Additionally, competency gaps identified through this process can be better addressed by implementing employee-specific performance improvement plans as well as by establishing and promoting employee growth and development.

### *Training*

The Department has developed training alternatives to address the needs and competency gaps exhibited in the performance evaluation tool. During fiscal year 2003, the Department developed a Management Development training plan. This plan will be expanded and prepared for implementation starting in fiscal year 2005. The training initiative also includes putting more training materials online. HIPAA (Health Insurance Portability, and Accountability Act) training for example is conducted online. Additional training materials and programs will be put on line during fiscal year 2004.



Identification of the training needs begins with the individual planning process noted in Section 4 of the performance evaluation process – Appraisal of Important Projects and Goals. From this assessment, employees, supervisors, and HR staff work together to develop individual improvement plans that address these needs. Some of the proposed techniques to be used include:

- Online Training Session
- Group Training Session
- Seminars
- Mentoring
- “On the Job” Training

Through implementation of the performance evaluation tool, the Department has established a mechanism for assessing employee skill and competency needs. The training program deals with the next logical step of addressing the need in the most effective and efficient manner possible for both the individual and the Department.

#### *Total Rewards*

The Department of Juvenile Justice through constructing the HR Strategy has developed an initiative that supports the Total Rewards Strategy under the GMS Workforce Planning Process – Bi-Lingual Employee reward.

The Department has a rewards program that recognizes competency in multiple languages. This strategy serves to address the emerging diversity gap signified with the growth in Georgia’s Hispanic population by rewarding employees that learn. Rewards for this may include one-time cash awards or bonuses, award of service credits for retirement, or added vacation time.

#### **Funding Information**

The Department has developed some of the Workforce Initiatives under its current budget. The following table presents an overview of the funding needs for these initiatives:

**Georgia Department of Juvenile Justice**  
**Strategic Plan 2005-2007**



HR Strategy	Workforce Initiative	Funding Needed
Recruitment	Targeted Recruitment	Yes
Performance Evaluation	Performance Evaluation Instrument	No
Training	Training Alternatives Initiative	Yes
Total Rewards	Language Initiative	Yes

**Implementation/Change Management Information**

To ensure that these strategies and initiatives are a success, DJJ must emphasize change management and implementation plans. These plans supply action steps for implementing strategies and initiatives. Additionally, the change management plan addresses the documentation, training, and support that will be required for employees. The following table illustrates the progress made towards the HR Strategy initiatives and the remaining steps that need to be carried out.

Workforce Initiative	Steps Completed	Next Steps	Implementation
Targeted Recruitment	<ul style="list-style-type: none"> <li>■ Development of targeted plan</li> </ul>	<ul style="list-style-type: none"> <li>■ Documentation of procedures</li> <li>■ Assign resources to targeted areas</li> <li>■ Implement</li> </ul>	FY2005
Performance Evaluation Instrument	<ul style="list-style-type: none"> <li>■ Deployed</li> </ul>	<ul style="list-style-type: none"> <li>■ Evaluate</li> </ul>	FY2005
Language Initiative	<ul style="list-style-type: none"> <li>■ Held due to budget</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop rewards plan and cost analysis for budgeting</li> <li>■ Document plan</li> </ul>	TBD

This table illustrates the wide range of HR initiatives underway in the Department.



### **Conclusion**

This narrative presented the comprehensive HR strategy developed by the Department of Juvenile Justice's Workforce Planning Team during the fiscal year 2004 Workforce Planning Process. The combination of workforce initiatives identified for fiscal year 2004 will go a help address the gaps identified in this analysis. Through re-engineering of the recruitment/hiring process, targeted recruitment, and an enhanced employee evaluation system, DJJ is putting in place a first rate HR program. This strategy stands as a "living document" in which changes and updates are expected to occur continually.