
COMPETENCY PROFILE OF JUVENILE PROBATION DIRECTOR

National Institute of Corrections

Office of Juvenile Justice
and Delinquency Prevention

Sponsored by



U.S. DEPARTMENT OF JUSTICE
National Institute of Corrections

January 1994
Longmont, Colorado

JUVENILE PROBATION DIRECTOR

-- responsible for juvenile probation operations within a local jurisdiction that provide a continuum of interventions for juvenile offenders and at-risk youth and their families, and that provide for public safety.

Duties



A	⇒	Manage programs and services	⇒	A-1 Establish goals and objectives to meet the established mission	A-2 Define clients and assess client needs	A-3 Survey and assess model programs, and trends and technologies	A-4 Develop strategies for addressing mandates	A-5 Provide discretionary programs for special client and community needs
B	⇒	Manage human resources	⇒	B-1 Determine agency needs	B-2 Administer personnel policies and procedures and union contract provisions	B-3 Promote a positive work environment	B-4 Develop job standards and descriptions	B-5 Recruit, select, and hire qualified workforce
C	⇒	Manage fiscal resources	⇒	C-1 Determine agency needs	C-2 Prioritize needs	C-3 Project costs and expenditures	C-4 Prepare budget documents	C-5 Submit and present budgets
D	⇒	Facilitate planning	⇒	D-1 Define purpose and process of planning groups	D-2 Determine participants in planning process	D-3 Develop a shared vision	D-4 Develop a shared mission statement	D-5 Develop goals and objectives
E	⇒	Promote systemic collaboration	⇒	E-1 Negotiate interagency administrative agreements	E-2 Advocate for other agencies	E-3 Cultivate interagency relations	E-4 Promote interagency coordination to maximize service delivery	E-5 Develop policies and procedures that facilitate interagency collaboration
F	⇒	Facilitate coordination of court and legal services	⇒	F-1 Facilitate the effective processing of court cases	F-2 Cultivate rapport with legal community	F-3 Inform court and legal community regarding agency abilities and limitations	F-4 Address systemic problems	F-5 Develop training for staff in court procedures
G	⇒	Promote media and community relations	⇒	G-1 Develop/administer policies and procedures regarding media contacts	G-2 Develop/administer public/community relations plans and strategies	G-3 Provide training regarding media and community relations	G-4 Promote public awareness	G-5 Encourage public input
H	⇒	Maintain and develop professional expertise	⇒	H-1 Identify own professional needs/deficiencies	H-2 Participate in conferences and workshops	H-3 Participate in professional organizations	H-4 Participate in training	H-5 Serve as a resource person

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Tasks

A-6 Build internal and external support for programs	A-7 Develop program policies and procedures	A-8 Allocate resources to implement strategies	A-9 Develop and implement an evaluation plan	A-10 Assess outcomes	A-11 Modify programs as needed	
B-6 Manage salary administration	B-7 Develop performance expectations	B-8 Direct staff training and development	B-9 Assign staff	B-10 Monitor and evaluate performance	B-11 Recognize and value human resources	B-12 Manage disciplinary procedures
C-6 Authorize and monitor expenditures	C-7 Perform periodic budget reviews	C-8 Develop alternative funding sources	C-9 Perform year-end budget review			
D-6 Develop action plan	D-7 Organize resources to effectively address the agency mission	D-8 Communicate plan to stakeholders	D-9 Review and incorporate stakeholder input	D-10 Gain stakeholder support and initiate action	D-11 Review and evaluate process and outcomes	D-12 Modify plan as needed
E-6 Facilitate interagency staff training	E-7 Identify and address "turf" issues					
G-6 Manage response to adverse publicity	G-7 Cultivate rapport with media personalities	G-8 Promote positive publicity				
H-6 Review professional literature	H-7 Serve in "Acting" capacities	H-8 Review alternative ways to accomplish professional duties	H-9 Provide testimony in litigations			

Traits & Attributes

Willing to compromise
Resilient
Innovative
Diplomatic
Creative
Enthusiastic
Ethical
Passionate
Compassionate
Self-motivated
Imaginative
Principled
Visionary
Has sense of humor
Fair
Risk-taker
Patient
Sensitive
Flexible
Has integrity
Honest
Loyal
Self-controlled
Committed
Assertive
Persuasive
Stable
Tactful
Pro-active
Energetic
Respectful of the law
Self-respect
Self-confident
Open-minded
Has positive attitude
Intelligent
Resourceful
Professional

Resources & Equipment

Codes/Statutes/Standards
Office machines
Computers
Reference/resource materials
Union agreements
Professional library
Policy and procedure manuals
Communications equipment
Security devices
Officer safety equipment

Knowledge & Skills

Knowledge of . . .

- Case management
- Personnel management
- Automation
- Statistical analysis
- Evaluation
- Facilitation
- Motivation and mediation
- Legal process
- Substance abuse
- Community mobilization
- Other agencies services
- General health care
- Local government
- Union practices
- Educational programs
- Community programs
- Systems theory
- Policies and procedures
- Training
- Statutory codes
- Cultural competence
- Time management
- Organizational development
- Stress management
- Types of communicable diseases and blood-born pathogens
- Theories of delinquency and development
- Family education
- Victim awareness

Skills in . . .

- Communication (listening, oral, written)
- Collaborative problem solving
- Conflict resolution
- Crisis management
- Budgeting
- Delegating
- Decision making
- Negotiating
- Planning
- Auditing

DACUM Facilitators from the National Institute of Corrections Academy

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