UNITED STATES PROBATION OFFICE
WESTERN DISTRICT OF KENTUCKY
VACANCY ANNOUNCEMENT
No. 2014-07

OPENING DATE:	December 29, 2014
CLOSING DATE:	January 23, 2015
LOCATION:	U.S. Probation - Western District of Kentucky To Be Determined: Bowling Green, Kentucky or Paducah, Kentucky
POSITION:	Supervising United States Probation Officer **PROJECTED START DATE: October 5, 2015**
SALARY RANGE:	CL 29 ($66,093) to CL 30 ($126,960 – full performance range – Step 61)

The probation office for the United States District Court, Western District of Kentucky, is accepting applications for the position of Supervising United States Probation Officer. **The duty station will be located in either Bowling Green or Paducah. The successful candidate will be permitted to select between these two duty stations, and will supervise probation officers and officer assistants in our field office.** The Western District of Kentucky has offices in Louisville, Bowling Green, Paducah, as well as Owensboro, Kentucky, in addition shares office space with the Middle District of Tennessee in Clarksville, Tennessee.

Job Summary

Probation officers and probation officer assistants assist in the administration of justice to promote community safety, gather information, supervise offenders/defendants, interact with collateral agencies, prepare reports, conduct investigations, and present recommendations to the court. The primary function of a Supervising Probation Officer is to strengthen and improve the skills and performance of a unit of probation officers and probation officer assistants by displaying composure, integrity, trust and ethics, listening, embracing diversity, building effective teams, developing others, and managing and measuring work. This position may also involve various administrative and operational duties.

Representative Duties

- Assigns and schedules investigative and case supervision work to probation officers and probation officer assistants in coordination with other supervising officers pursuant to local procedures.
- Reviews and evaluates all work generated, including presentence investigation reports, case records, and correspondence to ensure maintenance of service delivery and adherence to existing policies, procedures and guidelines.
- Confers regularly with probation officers and probation officer assistants. Provide direction and assistance to the officers and officer assistants to improve investigative, supervision, and writing skills.
- Assist probation officers and probation officer assistants in meeting the needs of defendants/offenders with complex problems and circumstances, and provides leadership in the development of sentencing alternatives, utilization of community resources, and the application of professionally sound case management principles.
- Determines the adjustment of individuals under supervision in consultation with assigned probation officers and officer assistants; assists in decision making for recommendations for early termination, extension of supervision and revocation; approve all recommendations to the court or the U.S. Parole Commission for the issuance of warrants or summons for revocation.
- Assumes responsibility for the handling of emergency situations arising with caseloads in the absence of probation officers and probation officer assistants.
- As needed, performs the duties of a probation officer or probation officer assistant, especially supervising particularly difficult or highly sophisticated offenders and preparing presentence investigations and other reports on unusually sensitive or complex criminal cases and may also perform pretrial services within the district.
- Assures continuing staff development by planning and implementing training, holding individual staff conferences, and increasing levels of responsibility in assignments.
- Conducts unit staff meetings to identify performance and operational problems and to develop appropriate solutions.
- Evaluates the performance of probation officers and probation officer assistants on a systematic and regular basis, is responsible for staff relationships and morale within the office, encourages loyalty and enthusiasm, and maintains an atmosphere for the maximum utilization of staff and resources.
- Supervises field travel to include review and approval of travel vouchers of staff assigned to him/her.
- Serves as a major communication catalyst and as a link between line staff and the administration, assuring implementation of administrative direction while concurrently providing information to the Chief and the Deputy Chief for future administrative action.
- Participates with the Chief and other administrative staff in the development of programs and policies to increase the effectiveness of the office.
- Develops understanding and cooperative relationships with other law enforcement and community service agencies and explains probation, parole, and other correctional services to public and civic groups.
- Analyzes DSS and other management reports for the equitable distribution of work.
- Ensures adequate office and court coverage at all times.
- Performs other related duties as required by the Chief or Deputy Chief Probation Officer.

Lines of Authority

The Supervising Probation Officer is under the direct supervision of the Deputy Chief and the general supervision of the Chief Probation Officer. The Deputy Chief will prepare and submit a recommended annual performance evaluation to the Chief Probation Officer outlining the SUSPO's level of performance.

Minimum Professional Requirements

To qualify for a position as a Supervising Probation Officer, the incumbent must have three years of specialized experience as a U.S. Probation Officer, with at least one year at CL 28. Specialized experience includes progressively responsible administrative, technical, professional, supervisory or managerial experience that provided an opportunity to gain skills in developing the interpersonal work relationships needed to lead a team of employees; the ability to exercise mature judgment; and knowledge of the basic concepts, principles, and theories of management and the ability to understand the managerial policies applicable to the judiciary unit involved. For placement at a CL 30 level, an applicant must have at least one year of experience at CL 29. If the selected candidate starts this position at classification level CL 29, they may later be promoted to CL 30 without further competition.

Preferred Qualifications

1. Experience in both investigation and supervision of defendants/offenders;
2. Previous management experience or training related to leadership development;
3. Participation in administrative functions through active involvement in committees or special projects;
4. Knowledge of evidence-based practices;
5. Experience in training staff.
6. Master's Degree

Personal Characteristics and Qualifications

This position will require the successful candidate to have:

1. Excellent organizational skills essential to managing staff and the day-to-day functions of an office.
2. The ability to exercise mature judgment and to manage multiple projects simultaneously is required characteristics.
3. A good understanding of program and service policies and procedures is essential to support decisions and to exercise good judgment.
4. The successful candidate must be skilled in communicating effectively, both orally and in writing, with individuals and groups to provide information, facilitate meetings, influence decision-makers, and provide training; and,
5. Must be skilled in using current information technology applications.

Application Procedure

Applicants must submit a cover letter, resume with salary history, an AO 78 – Application for Judicial Branch Federal Employment (which can be found at www.kywp.uscourts.gov) and a separate written response to the following questions:

1. As a Supervising U.S. Probation Officer, working from the FJC's position specific competencies for supervisors (see attached), which competency do you think is your area of weakness, why, and how will you work to make it a strength?
2. How do you currently demonstrate the leadership competency "Embracing Diversity"?

   (a) What does diversity mean to you?
   (b) How do you define diversity?

Applications must be received by no later than January 23, 2015, to:

Human Resources
601 W. Broadway
400 Gene Snyder U.S. Courthouse
Louisville, KY 40202-2277

Or

email to: connie_ulery@kywp.uscourts.gov

NOTE: If you choose to submit your application electronically, please include all of the material as one complete pdf attachment.

The U.S. Probation Office is not authorized to reimburse candidates for interview or relocation expenses.

The U.S. Probation Office reserves the right to amend or withdraw any announcement without written notice to applicants.

All court employees, including U.S. Probation Officers and Probation Officer Assistants, are in the excepted service and are required to adhere to the Code of Conduct for Judicial Employees which is available for review upon request. Probation Officers may be removed by the Court for unacceptable performance, misconduct, or other cause pursuant to 18 U.S.C. § 3602(a).

The U.S. Probation Office is an Equal Opportunity Employer.

Court Leadership and Managerial Competencies

Below is a list of the court leadership and managerial competencies described in this document. Although there are similarities among the competencies, the competencies remain separate because there are enough differences in their definitions, behaviors, and intended outcomes for them to stand alone.

Shared Competencies

All Leaders

- Composure
- Ethics and Values
- Integrity and Trust
- Embracing Diversity

Chief Judge and Court Unit Executive

- Organizational Savvy
- Embracing and Communicating Vision and Purpose

Court Unit Executive and Deputy Court Unit Executive

- Business Acumen

Court Unit Executive, Deputy Court Unit Executive, and Supervisor

- Managerial Courage

Deputy Court Unit Executive and Supervisor

- Listening

Position-Specific Competencies

Chief Judge

- Delegation
- Negotiating
- Peer Relationships

Court Unit Executive

- Strategic Agility

Deputy Court Unit Executive

- Decision Quality

Supervisor

- Developing Direct Reports
- Directing Others
- Fairness to Direct Reports
- Measuring and Managing Work
- Motivating Others
- Building Effective Teams

Shared Competencies

Below are competencies and associated behaviors and intended outcomes for court leaders and managers, including chief judges, court unit executives, deputy court unit executives, and supervisors.

For court unit executives, deputy court unit executives, and supervisors, the competency list is hierarchical. Leaders at higher levels in the organization should be able to exhibit competencies for positions below them on the organizational chart.

All Leaders

COMPOSURE

Associated Behaviors

- Is cool, calm, and collected under pressure
- Maintains professional patience
- Controls reactions to circumstances
- Exhibits reliability and stability
- Exhibits maturity
- Maintains an even tone, a calm voice, and appropriate body language
- Defends positions without being defensive

Intended Outcomes

The court's leaders and managers who exhibit *composure* are patient with staff and colleagues, are able to make good decisions, are seen as approachable and humble, and have the trust and respect of peers and direct reports. Leading by example, a composed leader practices patience, accepts constructive feedback, can immediately address employee breaches in professional ethics or values, and knows when to walk away. In particular, the chief judge advocates for and participates in a 360-degree feedback process. Specifically, in Continuity of Operations Plan (COOP) situations, composed leaders and managers maintain control and ensure the safety and well-being of the staff.

The court fosters an environment where conversations lead to successful results with limited fallout, tension is diffused in stressful situations, and difficult topics are communicated effectively and with sensitivity. Good and informed decision making takes place, and ideas are generated at all levels of the court. The focus is on the work at hand, and staff are not sidetracked by inappropriate emotions, turf wars, or unwinnable battles.

The staff who work in a composed organizational environment have a sense of mission and goals, feel safe and secure in speaking up and defending their own positions and beliefs, and are empowered to think creatively to contribute to work processes and successes.

ETHICS AND VALUES

Associated Behaviors

- Adheres to an appropriate and effective set of core values and beliefs during both good times and bad times
- Acts consistently
- Leads by example
- Articulates how his or her ethics and values align with those of the court unit
- Acts in accordance with the Code of Conduct and the Guide to Judiciary Policy
- Acknowledges and honors others in the organization when they uphold the values of the organization
- Stands firm in convictions (when appropriate) even when there is pressure to compromise

Intended Outcomes

When a court unit is governed by *ethics and values*, the values of the staff are aligned with the vision and mission of the court unit. When leaders embody ethics and values, their actions and attitudes create a dedicated, committed, and loyal workforce. Leaders will reward individuals when they act according to the court unit's values and also hold accountable those who act in ways that do not align with the court unit's values.

The staff are highly motivated in performing for the court's success, not for personal recognition. Members of the organization will resolve disputes effectively by assessing different perspectives or viewpoints to resolve conflicts. Decisions will be made in a consistent manner. Everyone is treated fairly and treats others fairly as well. There is a stronger bond among supervisors and direct reports. Court employees will notice among their workforce several aspects of a highly effective organization, including an increased enthusiasm for aspiring leaders, increased trust of the management team, an increase in healthy dialogue within the organization, a decrease in personnel problems, and a decrease in employee turnover.

The community will perceive the court as trustworthy and will also believe the court is working to further the fair administration of justice.

INTEGRITY AND TRUST

Associated Behaviors

- Tells the truth in an appropriate and helpful manner
- Encourages dialogue
- Approaches work and others without a hidden agenda
- Assesses the value of an interchange and reacts appropriately
- Sets boundaries and respects the boundaries of others
- Admits mistakes whether they are discovered by himself or herself or others while responding without defensiveness
- Demonstrates honesty and courage without regard to personal risk

- Exercises sound and timely judgment
- Recognizes the success of others
- Maintains confidences

Intended Outcomes

Court leaders who act with *integrity and trust* earn the confidence of their staff. These leaders are self-effacing and able to acknowledge their mistakes. Staff members know that when the leader says he or she will do something, it's going to get done. The leader keeps the organizational purpose in mind when responding to conflicts within and outside of the organization. The leader maintains an open door with the court unit; staff know that when attention is needed, the leader will be ready to listen. Staff can trust the leader with confidential information. The organization is flexible and not constrained by egos.

When a court leader exhibits *integrity and trust*, the court's workforce feel their efforts are appreciated. Staff will resolve disputes effectively by assessing different perspectives to resolve conflicts. Decisions will be made in a consistent and timely manner. Court employees will be treated fairly and treat one another fairly as well.

Leaders will reward individuals when they act ethically and according to the organization's values and also hold accountable those who act in ways that do not align with the organization's values. Court employees will notice several aspects of a highly effective organization, including an increased enthusiasm for aspiring leaders, increased trust of the management team, an increase in healthy dialogue within the organization, a decrease in personnel problems, and a decrease in staff turnover.

CUEs and staff feel secure in their positions, because the chief judge is committed to the vision of the court and not to a personal agenda. Court staff are not drawn into political battles, but are instead allowed to focus on the furtherance of the court's mission and goals.

Supervisors have a greater understanding of what motivates their direct reports. There is a closer bond between supervisors and peers. Staff feel supported by supervisors.

The community—inside and outside the court—will perceive the court as trustworthy. The community will also believe the court is working to further the fair administration of justice.

EMBRACING DIVERSITY

Associated Behaviors

- Seeks opportunities to learn about cultural and generational differences
- Provides awareness opportunities for staff
- Demonstrates open-mindedness and respect
- Doesn't jump to conclusions
- Provides equitable standards for all staff
- Recognizes diversity of professional experiences and perspectives
- Remains observant for potential sensitivities and opportunities related to diversity
- Addresses diversity issues in a timely manner

- Responds quickly to reports of workplace harassment
- Recognizes and values diversity in both his or her position and the court unit to further the mission and vision of the court more effectively and enhance the court's standing in the community
- Uses diversity as a tool to secure future success

Intended Outcomes

A court unit's leaders and managers who *embrace diversity* have an increased sensitivity to diversity within the court unit and to the constituents it serves; they promote a more cohesive workforce and accept differences among staff. Court unit executives cast a wide net for job applications and assemble a team reflecting a diversity of skills and backgrounds. Diversity is exhibited at all levels of the court (leadership positions, chambers, judicial appointments, etc.). Court managers and supervisors adhere to and enforce the provisions of the EEO/EDR plan and avoid escalation of EEO/EDR issues.

A court that embraces diversity has a workforce that is representative of the community it serves and personnel practices that are reflective of the values of the federal judiciary. Training is available on topics related to diversity, and there are opportunities to recognize and celebrate diversity through a variety of mediums (such as events for the different diversity months, newsletter features). The court is trusted by the community it represents and serves, and the judiciary is seen as a preferred employer. The court has employment practices that solicit the greatest interest from diverse populations of potential staff and a workforce that reflects the greatest level of diversity achievable from within the supporting community.

Staff who work in the court feel valued, safe, and respected. Staff feel valued based on their contributions to the court's mission. Staff actively participate in events aimed at highlighting and recognizing diversity.

Chief Judge and Court Unit Executive

ORGANIZATIONAL SAVVY

Associated Behaviors

- Maneuvers through political and interpersonal situations confidently
- Anticipates and predicts crises and obstacles and develops plans to overcome them
- Is able to improvise, adapt, and overcome situations when faced with adversity
- Confronts problems directly and early on
- Displays sensitivity to interpersonal and organizational issues
- Develops effective relationships with individuals inside and outside the court to further the vision and goals of the court
- Works with peers to address difficult issues regardless of obstacles or the unpopularity of outcomes

Intended Outcomes

When the chief judge and the CUE exhibit *organizational savvy*, they develop relationships throughout the court to further the court's mission and goals. The chief judge is also able to gain the trust of court staff and external stakeholders. Other judges are free to concentrate on the efficiency and effectiveness of their core duties. The chief judge can also form court committees with members who bring value and expertise.

CUEs know what is expected of them and, in most cases, can anticipate or predict the chief judge's directives. Chief judges and CUEs understand and respect one another's point of view.

When the chief judge and the CUE exhibit *organizational savvy*, the court unit will be better positioned to have a balanced budget and a stable workforce. There will be a high degree of cooperation and collegiality among the judges and court units. There will be fewer turf battles within the court. The court units will be agreeable to sharing resources (including administrative services, money, and operational expertise).

EMBRACING AND COMMUNICATING VISION AND PURPOSE

Associated Behaviors

- Communicates a compelling and inspired vision or sense of core purpose
- Exhibits a belief in the court's mission and uses it to motivate others
- Views problems as possibilities for improvement and designs solutions based on the court's vision
- Works with other members of the court to identify and articulate an inspiring vision and purpose for the court
- Translates the court's vision into actionable and measurable items that all court employees can understand
- Creates mileposts to rally support and effectively seeks occasions to celebrate accomplishments
- Has a future focus
- Maintains perspective on the big picture so that he or she can change or adapt the vision and purpose, as needed

Intended Outcomes

When the chief judge and court unit executive are skilled in *embracing and communicating vision and purpose,* staff are fully aware of and committed to the court's vision and purpose. When staff members know the vision and purpose, they are better able to problem solve and introduce new ideas or innovations to support the vision and purpose. Decisions are made holistically and not based on personal preferences. Everyone—inside and outside the court—will know its vision and purpose. Staff will behave in ways that support the vision and purpose. The organization is in a better position to respond to future external influences and exhibit resiliency in addressing them.

Court units will be more cohesive because they can rally around common goals and understandings. Staff will be more productive, engaged, and satisfied with their positions.

Court Unit Executive and Deputy Court Unit Executive

BUSINESS ACUMEN

Associated Behaviors

- Assesses current and possible future policies, practices, trends, technology, and information affecting his or her court unit
- Is proactive about observing national trends and evolving policy based on changes to the judiciary
- Employs concepts and principles of delegation
- Aligns roles and functions of personnel and other resources consistent with best business practices
- Manages court unit operations to inform analysis and decisions

Intended Outcomes

When a CUE and a deputy CUE possess *business acumen,* they have an understanding of the systems, policies, and procedures needed to successfully serve in their positions. They have knowledge of the federal judicial process. They also have a working knowledge of the HR manual (including time and attendance and EDR) and the Guide to Judiciary Policy.

The CUE and the deputy CUE who exhibit *business acumen* on the job are able to direct financial operations. They are proficient at interpreting and responding to FAST data and know audit procedures. The CUE works with the deputy CUE to make sure the court unit is operating "in the black."

When the CUE encounters a policy or procedure he or she either does not know or needs to become more proficient in, he or she takes advantage of training opportunities. The CUE displays an understanding of where data are located and proficiency in interpreting them.

The CUE and the deputy CUE with business acumen collaborate with employees at all levels on how to move forward. They inform staff and the court unit of changing directions or trends. The CUE and the deputy CUE are prepared to adjust for change and are flexible with changing circumstances.

The CUE and the deputy CUE have win-win relationships within and outside the court. The CUE is able to network with peers in order to influence policy. The CUE and the deputy CUE are trusted by all stakeholders. The court unit is viewed by external stakeholders as efficient and well run.

Court Unit Executive, Deputy Court Unit Executive, and Supervisor

MANAGERIAL COURAGE

Associated Behaviors

- Provides clear direction
- Ensures that directives and decisions are aligned with core values (personal and organizational)
- Reinforces court unit policies
- Takes decisive and timely action where appropriate and in the best interest of the court
- Makes tough but informed decisions
- Makes the unpopular decisions
- Acknowledges and handles situations (even difficult ones) as they arise
- Provides staff with a complete picture of their performance and conduct, offering action steps to help staff either change or improve future behavior
- Provides constructive feedback
- Speaks honestly and directly about situations—both positive and negative

Intended Outcomes

When the court's leaders and managers exhibit *managerial courage*, tough and informed decisions are made and staff know where they stand. Leaders and managers do not ignore tough issues, do not hold back anything that needs to be said, and handle issues quickly and effectively. They are willing to take corrective action when necessary. Decisions are made consistently and include follow-up actions as needed. A supervisor who has managerial courage is able to make difficult decisions and thereby decrease the burden on the CUE and the deputy CUE. The leadership and management team is trusted by other employees of the court.

The court unit, as a result, is both fiscally and functionally healthy. There is a decrease in difficult problems, including personnel issues.

Deputy Court Unit Executive and Supervisor

LISTENING

Associated Behaviors

- Listens with an open mind (doesn't have a preconceived opinion)
- Engages in genuine and meaningful conversations
- Practices active listening when engaged in conversation
- Listens completely and doesn't interrupt; allows others to finish what they are attempting to communicate before responding
- Maintains good eye contact while engaged in conversation

- Gives others his or her full attention and does not multitask when engaged in conversation
- Asks questions to clarify what he or she has heard before giving feedback
- Can restate others' views accurately
- Follows up as needed

Intended Outcomes

Court supervisors and deputy CUEs who are skilled in *listening* get better and more complete information for decision making and earn the trust of their staff. By listening, they ensure that the court unit's environment is more open and there is more clarity. Supervisors can identify underlying motives or concerns and diffuse tensions.

Staff will feel valued and feel like they are being heard. Morale, productivity, and flow of information will increase. Staff will trust their leaders and managers.

Position-Specific Competencies

Chief Judge

DELEGATION

Associated Behaviors

- Trusts staff to complete tasks
- Recognizes that there is more than one way to complete a task
- Exhibits an understanding of staff's and peers' strengths and weaknesses and effectively delegates on the basis of that understanding
- Fosters a sense of cooperation with peers and external agencies to successfully manage and lead the court
- Treats errors as learning opportunities, while maintaining a focus on success
- Gives staff feedback on the quality of their work

Intended Outcomes

When the chief judge *delegates* tasks and responsibilities, staff feel trusted, morale is high, and turnover is low. Staff will have the information they need to perform their jobs. Work gets done with a minimal amount of supervision. The chief judge can focus on long-range strategies, challenges, or innovations.

Because there is a high level of trust, staff are not afraid to make mistakes. An environment of coaching emerges. Creativity that furthers the mission and vision of the court is rewarded. The chain of command in the court hierarchy is maintained out of respect for the process. Individuals do not fear retaliation.

NEGOTIATING

Associated Behaviors

- Negotiates skillfully in tough situations with both internal and external groups
- Has sufficient patience and sense of timing to find common ground among different groups
- Settles differences without damaging relationships
- Determines which battles to pursue based on supporting the mission and vision of the court
- Confronts others while pursuing the best resolution for all parties (keeping in mind the court's mission and values)
- Clarifies key issues in complex situations
- Asks questions to reconcile seemingly unrelated information or events
- Communicates in a direct and diplomatic manner

Intended Outcomes

When the chief judge is skilled at *negotiating*, the entire court will experience a high level of communication and the staff will feel as if the chief judge has heard their ideas. The chief judge will be able to build consensus on important issues as he or she governs the court. The staff will accept the chief judge's decisions to a great extent; more decisions will stick. The staff will endure fewer battles. When there are disagreements, staff will not feel as if those disagreements are personal in nature. The staff will feel a sense of trust. Staff will not think that the chief judge has a hidden agenda. Continuity of court operations and organizational stability will be high.

PEER RELATIONSHIPS

Associated Behaviors

- Finds common ground and solves problems for the good of all
- Focuses on the court's mission and vision and not on individual initiatives
- Is adept at leading and participating in a team
- Solicits input from others
- Gives recognition to others
- Communicates effectively
- Listens to and respects peers
- Is fair when communicating and in pursuing his or her goals
- Works to open communication and to facilitate its flow
- Identifies and removes communication barriers
- Is accessible
- Encourages others to share ideas
- Establishes boundaries
- Maintains confidentiality

Intended Outcomes

When the chief judge maintains effective *peer relationships*, the court governance team is functioning at a high level, and each member understands how his or her role furthers the vision and mission of the court. Individuals begin to act in ways that meet the needs of the entire court. There is great cooperation and trust among the judges. Judges will feel appreciated and valued for their work and contributions. There will be less politicking. Judges will be in a better position to standardize their practices and procedures. The entire bench will create a positive and values-driven court culture, which will permeate the entire organization. Judges' and staff's stress levels will diminish.

Court Unit Executive (CUE)

STRATEGIC AGILITY

Associated Behaviors

- Positions the court unit in line with other organizations to build success
- Anticipates future consequences and trends accurately
- Describes accurately and credibly the court unit's vision
- Creates competitive and breakthrough strategies and plans
- Aligns strategic planning and activities of the court unit with the vision of the court
- Secures buy-in from court staff
- Develops synergy among internal and external stakeholders for the purpose of moving processes or procedures forward

Intended Outcomes

A court unit executive (CUE) who demonstrates *strategic agility* is able to anticipate changes and takes time to reflect on how to address them. He or she often does this in consultation with the chief judge. The strategically agile CUE measures changes so that he or she can assess their positive and negative impact. He or she is adaptable and is willing to accept input from both internal and external stakeholders. The court unit is viewed by external stakeholders as efficient and well run.

Deputy Court Unit Executive

DECISION QUALITY

Associated Behaviors

- Takes time to gather all available and relevant data
- Evaluates data, and before making decisions, reviews data as needed
- When problem solving, draws on personal experience as well as the experience of others both inside and outside the court unit
- Is adept at determining short- and long-term goals in decision making

Intended Outcomes

A deputy court unit executive who exhibits *decision quality* has a history of consistently good decision making, both short and long term. The deputy court unit executive is sought out by others for advice and problem solving. As a result, the court unit is well run.

Supervisor

DEVELOPING DIRECT REPORTS

Associated Behaviors

- Assesses employee strengths and weaknesses for the purpose of making assignments based on a balance of employee developmental needs and organization work flow needs
- Seeks staff members' input on personal development goals in order to comprehend and facilitate goal attainment
- Makes concerted efforts through formal and informal learning and development opportunities to share new knowledge and information on work- and task-related topics with staff
- Proactively collects and shares educational materials that may be used by staff for developmental purposes
- Guides staff members' development goals so that goals align with the most critical team, unit, and court goals
- Assists staff in setting SMART (Specific, Measurable, Achievable, Realistic, Time Sensitive) development goals as appropriate
- Monitors employee developmental progress and provides available professional development resources (e.g., on-the-job training, coaching) to aid staff in the achievement of developmental goals
- Provides staff with formal and informal constructive coaching sessions
- Identifies and works to address barriers impeding employee development
- Provides frequent and frank feedback to staff on their developmental progress
- Acknowledges and celebrates staff achievement of developmental goals

Intended Outcomes

A supervisor who *develops direct reports* has staff who are well educated and trained to meet the demands of their positions. Staff are actively engaged in achieving their career development goals, confident in their ability to execute their job responsibilities, and successful in fulfilling their job requirements. They possess a higher level of job morale and have a longer tenure with the court.

The court unit is composed of well-informed staff who can meet the ever-changing demands of their positions, as well as the needs of the court and the populations it serves. The organization embraces a "learning culture" mentality, one that values employee development, provides staff with learning opportunities, and otherwise works to facilitate staff achievement of their developmental goals. The learning culture further enhances staff morale, length of tenure, and dedication to the court's mission.

DIRECTING OTHERS

Associated Behaviors

- Plans and distributes the workload based on circumstances.
- Provides a clear work plan, goals, and expectations for staff, teams, and work groups
- Plans for and provides sufficient resources for staff to use in accomplishing their work
- Gives clear directions and solicits feedback to ensure understanding
- Uses questions to determine staff comprehension
- Instructs staff on how to anticipate potential problems and build contingency plans
- Coaches staff (and teams), when necessary, to improve performance
- Shows enthusiasm and support for employee-generated work processes or ideas that improve work efficacy or quality, or enhance the work environment
- Follows up on assignments and gives staff candid feedback on their work

Intended Outcomes

A supervisor who demonstrates this competency *directs others* in a way that adjusts to meet the needs of his or her employees. Employees are confident in their ability to meet the court unit's needs and comprehend how their positions (and associated tasks) relate to the overall work-flow process of the unit and court.

The organization has a well-planned and structured work-flow process, which enables its workforce to proactively meet the needs of the court and the populations it serves.

FAIRNESS TO DIRECT REPORTS

Associated Behaviors

- Makes decisions based on consistent standards
- Gives opportunities and assignments based on a balance of organizational and individual needs.
- Makes himself or herself fully available to listen to staff's concerns and needs
- Investigates perceived unfairness issues and takes action to resolve them
- Displays respect and courtesy to all staff regardless of differing perspectives
- Interacts with staff in such a way as to preserve both parties' dignity
- Provides constructive feedback to all staff in the spirit of employee betterment
- Maintains open channels of available and appropriate information
- Acknowledges contributors and contributions (gives credit where credit is due)
- Does what he or she says he or she will do in regard to supporting, rewarding, and providing developmental opportunities to staff

Intended Outcomes

A supervisor who demonstrates *fairness to direct reports* is perceived as open, credible, and trustworthy by his or her staff. Staff will report feeling valued and listened to, and will have confidence in the supervisor's decisions. The supervisor will create a positive work envi-

ronment where morale is high and staff have the information they need to accomplish their work without distractions and surprises.

The court has employees who feel valued by, and are loyal to, the court and its mission. The court will be fair in its employee policies and practices, and will take an interest in its staff's well-being.

MEASURING AND MANAGING WORK

Associated Behaviors

- Accurately budgets resources to match work or project requirements
- Sets clear and realistic objectives, goals, benchmarks, and milestones and communicates them to staff
- Uses questions and solicits information to determine employees' comprehension of and progress on assignments
- Monitors staff work (e.g., task, project) progress and takes steps to ensure quality and timeliness of work products
- Uses data, reports, and observations to review work products and activities
- Performs regular employee evaluations using empirical data and observations
- Gives constructive feedback on work product quality and overall performance as needed
- Modifies work plans and goals, when needed, and communicates changes to affected staff

Intended Outcomes

A supervisor who demonstrates the *managing and measuring work* competency has an informed and productive workforce that is capable of completing work in an efficient manner with minimal errors. Such a workforce enables the supervisor to be more confident in his or her staffing and resource decisions, and to identify future organizational needs and trends.

The court unit has a systematized work-flow process, with established court unit and individual goals and accountabilities. Staff proactively meet the needs of the court and the populations it serves.

MOTIVATING OTHERS

Associated Behaviors

- Asks questions to determine staff motivators (i.e., individual preferences) and revisits this topic for changes in motivators over time
- Considers employee motivators during staff–supervisor interactions
- Provides staff with a reasonable level of autonomy and self-direction in their work tasks and assignments
- Shows enthusiasm (and support, when appropriate) for staff-generated work processes or ideas that improve work efficacy or quality, or enhance the work environment

- Sets a positive tone in the workplace
- Provides constructive feedback to staff
- Makes himself or herself fully available to listen to staff ideas, concerns, and needs
- Does what he or she says he or she will do in regard to supporting, rewarding, and providing developmental opportunities to staff

Intended Outcomes

A supervisor who is skilled at *motivating others* has a clear understanding of intrinsic and extrinsic rewards that motivate his or her staff, and uses these rewards to create a climate in which staff want to do their best. Staff are engaged, are energized by their interactions with their supervisor, and feel valued. The quality and efficiency of their work increases. The court unit has lower instances of absenteeism and turnover, and decreased costs associated with training new staff and work slowdowns.

BUILDING EFFECTIVE TEAMS

Associated Behaviors

- Assesses team goals in order to determine team member task assignments based on "best fit" (i.e., individual strengths, individual development and organizational needs, etc.)
- Seeks team members' input for how to achieve team-level results and sets expectations for achieving mutual goals
- Establishes and articulates clear goals
- Facilitates a "mutually accountable" and collegial team environment
- Oversees the team's performance and gives timely project updates to internal and external stakeholders as appropriate
- Helps team members strategically solve work-related problems by referencing their past (individual and combined) experiences
- Gives constructive feedback to team members to facilitate individual and team development and progress toward individual and team goals
- Puts procedures in place if the team needs to make corrections
- Consistently works with teams to increase collaboration and court unit functioning
- Acknowledges contributors and contributions (i.e., gives credit where credit is due) and addresses those who do not contribute.
- Celebrates team successes

Intended Outcomes

A supervisor who demonstrates the *building effective teams* competency will create a cohesive team or teams in which each member is motivated to work to his or her highest potential, and team members have the ability to solve problems and act independently of the supervisor (as appropriate). The supervisor will have a more engaged, effective, and self-confident team, whose superior work product contributes to furthering the mission of the court unit.

As a result, the court unit will have a cohesive, motivated workforce that can provide creativity, innovation, and decision quality to meet the needs of the court and the populations it serves.