
From: Julie Cloud </o=first organization/ou=first administrative group/cn=recipients/cn=jcloud>
Sent: Wednesday, May 30, 2012 4:31 PM
To: Pat Thomson
Subject: RE: O & A Unit Manager

Yes, I talked with Sharon earlier and asked her what types of decisions this person would make and then we discussed the clinical part and some stuff. Let's staff this soon. I'm in interviews the next 2 days!

Julie Cloud

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Don't find fault, find a remedy.
--Henry Ford

From: Pat Thomson
Sent: Wednesday, May 30, 2012 4:26 PM
To: Julie Cloud
Subject: FW: O & A Unit Manager

Julie,

Once Laura gets things set up in O&A, I think it will function much more like the other units. Tom didn't recognize orientation as a program, where juveniles are taught the basic expectations, where they begin with a history of their personal and family situations, their poor choices which led them to the facility, and introduction to the group process.

I anticipate more programming in the O&A Unit than has happened in the past. Manager and staff should be working with the Clinician in determining a placement for the juvenile in addition to "Orientation Programming". Once a placement is determined, the programming for the juvenile should be "customized" to the planned program. Each juvenile has a mentor per the O&A manual.

Do you think re-defining the role of the manager and the unit would warrant a re-classification to Unit Manager in this scenario?

From: Sharon Harrigfeld
Sent: Wednesday, May 30, 2012 12:17 PM
To: Julie Cloud
Cc: Pat Thomson
Subject: RE: O & A Unit Manager

I think we need to look at this as soon as possible, I think the issues in O&A substantiate the need for leadership to be at a higher level. What do we need to do to reclassify it? Written justification of the importance of someone with a higher level of decision making authority?

Sharon Harrigfeld, Director
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From: Julie Cloud
Sent: Tuesday, May 29, 2012 2:58 PM
To: Sharon Harrigfeld
Cc: Pat Thomson
Subject: O & A Unit Manager

Sharon, I have sorted out the O & A Unit Manager/Rehabilitation Supervisor actions.

In early October 2009 Betty asked to have the Unit Manager at O & A audited as she did not think it was functioning as a Unit Manager. I have attached the findings of that audit. I recommended reclassification of the UM to Rehabilitation Supervisor. Nothing was done at this time; I believe pending budget cuts. Also, I was mistaken this morning...the job audit did take into account all agency Unit Managers, not just JCCN as I stated this morning.

In November/December '09, LT was finalizing at budget cuts/layoffs, etc. and the reclassification was considered at that time as a budget saving measure supported by the HR job audit. Below is an excerpt from a LT document that Gina wrote. As a result, the PCN was reclassified downward. Tom was given the option of a voluntary demotion or a layoff.

2. Observation and Assessment Unit, JCC-N

Job audits were completed by HRSS, Julie Cloud, on PCN 3754 O&A Unit Manager, current incumbent, Tom Knoff, and PCN 2712 Rehabilitation Technician Lead, current incumbent Jeff Underhill, as requested by Superintendent Betty Grimm.

A recent audit of the O & A Unit Manager, indicates the duties and responsibilities of this position are more aligned with duties of Rehabilitation Supervisor. The Observation & Assessment Unit is where juveniles who have been committed to IDJC are held to be tested, assessed and observed. The testing and assessing is completed by a clinical team. Juvenile programs in O & A is consistent across all juveniles and does not vary. These programs give the juveniles the skills and orientation to move into various rehabilitative programs. By the nature of this program, there is little decision making on the part of the Unit Manager or the staff.

The incumbent indicates one of his most difficult decisions is that of room placement for a newly committed juvenile. The breadth, depth and scope of the job duties of the O & A UM are not comparable to those of UMs at other facilities where juvenile rehabilitation and treatment decisions are a major portion of the everyday job. Additionally, all other unit managers supervise professional AND paraprofessional staff.

JCC-N O&A has recently switched from 10 hour to 8 hour shifts. While PCN savings has been slow to be realized due to staff injuries/light duty assignments, the ability to recoup **two** PCNs is now able to be realized. As the Lead Tech position has not previously been counted in ratio, and is now recommended to work a shift and be counted in ratio, one additional PCN not necessary. The Transport Coordinator PCN is also not counted in ratio and recommendations for this function are described below. Also with the transition back to 8 hour shifts, O&A was able to revert an SSO staff

back to Safety that was previously covering full time in O&A. This change will also support the recommendation regarding transports that is described below.

Recommendations

Unit Manager

- It is recommended that the UM PCN be deleted (layoff) and the PCN be reclassified downward to Rehabilitation Supervisor with the incumbent being offered a voluntary demotion into this classification and receiving salary protection up to \$20.78. It is also recommend that this position be a working supervisor by for vacancies and should be counted in ratio.

Annual Cost Savings: salary: \$4,160, benefits \$925

It is my recommendation that the job duties and responsibilities of the O & A supervisor position be assessed by the acting supervisor. An additional job audit can then be conducted once the work flow, and job duties and responsibilities have been performed by the acting incumbent for a period of time.

The Lead RT in O & A was assessed at the same time and it was felt that the Lead RT was not necessary; what I found was that this person was doing many of the job tasks that the supervisor would do. The Lead RT was also not part of the ratio for direct care. However, that is not to say that a Lead RT could not be valuable in that unit if used in a manner that enhances service to the unit and juveniles.

Thanks much.

Julie

Julie Cloud

Human Resource Officer

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