

FY13

Mecklenburg County Criminal Justice Services

Strategic Focus





Criminal Justice Services: FY13 Strategic Focus

Mecklenburg County Criminal Justice Services' (CJS) mission is to promote improvements in the criminal justice system through interagency cooperation, coordination, and planning. CJS accomplishes this by:

- Promoting collaboration between city, county, and state criminal justice agencies;
- Establishing and measuring criminal justice performance measures;
- Managing criminal justice programs and services; and
- Developing initiatives that enhance systemic performance and heighten public safety.

This document outlines the strategic focus for CJS in Fiscal Year (FY) 2013. It begins with an introduction of our Departmental Scorecard, followed by our objectives and themes for the year. Our new employee performance management tool, called *e-Performance*, is then introduced. This tool brings together our mission and objectives with the daily work of our employees. Key components of *e-Performance* are work plans, individual development plans, and core and leadership competencies, which are described herein. (Note: The CJS Organizational Chart is available in Appendix A.)

FY13 Departmental Scorecard

Mecklenburg County has adopted a Managing for Results (M4R) approach. The premise behind M4R is that the County's goal for the community should be executed through broad focus areas, and more specifically through individual departments. Each department is expected to contribute to the focus area, and their contributions are assessed using performance measures. The results of the performance measures are then used for budget planning ("budgeting for results").

CJS is included in the Community Health & Safety focus area. Each focus area has four accountabilities: customer/stakeholder, internal business process, financial, and employee and organizational capacity. Derived from these accountabilities are desired results and corporate level strategies.

Because the corporate strategies are very broad in nature and intended for multiple departments, CJS has created specific department strategies to reflect our contribution to the corporate

strategies. These department strategies bring greater clarity to our role, and help shape our performance measures.

Outlined below is the structure of CJS' Departmental Scorecard. The entire scorecard may be found in Appendix B.

Focus Area: **Community Health & Safety**

Focus Area Goal: **Make the community healthier and safer**

Accountability: **Customer/Stakeholder**

Desired Result 1: **Increase Safety & Security of Residents**

Scope: Criminal Activity, including the incident of physical and psychological abuse of children, the elderly and victims of domestic violence

Corporate Strategy: S1: Provide a safe community to all citizens through intervention programs
S2: Mitigate the effects of abuse

Department Strategy: *Provide effective supervision of pretrial defendants (S1)*

Measure(s): 1) *Pretrial Services re-arrest rate*
 2) *Pretrial Services court appearance rate*

Department Strategy: *Provide evidence-based treatment services to chemically-dependent individuals (S1)*

Measure(s): 1) *S.T.E.P. graduation rate*

Department Strategy: *Monitor and report offender compliance with court-ordered treatment plans (S1)*

Measure(s): 1) *Drug testing rate*

Desired Result 2: **Increase Efficiency and Effectiveness of Criminal Justice Services**

Scope: Coordination of information throughout the justice system, the provision and operation of detention facilities, and the operation of County morgue and certification of deaths under the jurisdiction of the Medical Examiner

Corporate Strategy: S1: Provide effective and efficient support to the criminal justice system

Department Strategy: *Champion innovative and evidence-based solutions for criminal justice challenges (S1)*

Measure(s): 1) Jail functional capacity
2) Criminal case clearance rate

Department Strategy: Identify and support partnership opportunities within criminal justice system (S1)

Measure(s): 1) Customer satisfaction rating

Department Strategy: Produce performance data on the criminal justice system (S1)

Measure(s): 1) % of reports completed within 45 days of deadline (to be determined)
2) Data warehouse (to be determined)

Accountability: Internal Business Process

Desired Result 1: Optimize Business Processes

Scope: Interrelated tasks and activities that produce a specific product or service

Corporate Strategy: S1: Re-examine and/or redesign business processes by eliminating waste and improving efficiencies

Department Strategy: Promote efficiencies within the criminal justice system (S1)

Measures: 1) Aggregation of service level efficiency measures

Accountability: Financial

Desired Result 1: Improve Financial Management

Scope: Preserving financial stability, maintaining organization integrity and fiscal governance and accountability

Corporate Strategy: S1: Use best practices to manage Mecklenburg County's operation resources
S2: Reducing and avoiding costs

Department Strategy: Adhere to Mecklenburg County financial policies and procedures (S1)

Measure(s): 1) Best rating
2) Fast rating

Department Strategy: Provide effective fund stewardship to Juvenile Crime Prevention Council (S1)

*Measure(s): 1) % of JCPC contracts finalized within 45 days of new fiscal year
2) % of JCPC payments completed within 21 days of billing*

Accountability: Employee & Organizational Capacity

Desired Result 1: Recruit & Retain High Performing Employees

Scope: Recruitment of qualified and diverse applicants and retention of successful and exemplary employees

Corporate Strategy: S1: Offer market-based compensation (pay and benefits)
S2: Market Mecklenburg County as a great place to work
S3: Emphasize drivers that increase employee motivation and satisfaction
S4: Utilize various recruitment strategies to attract a qualified and diverse candidate pool

Department Strategy: Retain successful and exemplary employees (S1, S2, S3)

Measure(s): 1) Resignation rate

Desired Result 2: Increase Employee Motivation & Satisfaction

Scope: Motivation and satisfaction regarding job performance and organizational environment

Corporate Strategy: S1: Valuing employee as our most important resources, providing flexibility for a work/life balance and opportunities for professional development
S2: Developing supervisor competencies, especially interpersonal communication skills, understanding and appreciating ethnic and cultural diversity, treating employees with respect and encouraging an open exchange of ideas

Department Strategy: Provide meaningful work that engages employees (S1)

Measure(s): 1) Employee Motivation and Satisfaction Index

Department Strategy: Provide a professional working environment that recognizes contributions of individuals (S2)

Measure(s): 1) Workforce Diversity profile

2) Diversity Perception Index (Employee Climate Survey)

Desired Result 3: Increase Employee Knowledge, Skills, & Abilities

Scope: Competencies related to job performance

Corporate Strategy: S1: Invest in training opportunities to maximize employee performance
S2: Utilize individual development plans tailored to the employees' career progression and needs of the organization

Department Strategy: Promote training and skill development opportunities (S1)

Measure(s): 1) Training hours completed per employee (% of policy)
2) Development Index (Employee Climate Survey)

Department Strategy: Provide employees a path to success (S2)

Measure(s): 1) % of work plan goals achieved
2) % of individual development plan goals achieved

FY13 Objectives

Based on the Department Scorecard, CJS will adopt objectives annually that are designed to achieve positive results for our strategies and performance measures. The tables below capture our objectives for FY13 as they relate to our desired results and strategies.

Desired Result:	Increase Safety & Security of Residents
Corporate Strategy:	S1: Provide a safe community to all citizens through intervention programs S2: Mitigate the effects of abuse
Department Strategy:	<i>Provide effective supervision of pretrial defendants (S1)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Utilize new drug testing lab for program participants by February 1, 2013 • Develop and implement protocol to ensure that higher risk defendants are assigned dual supervision with Charlotte Mecklenburg Police Department by June 30, 2013 • Conduct risk assessments on 90% of defendants appearing in first appearance, domestic violence, and felony bond hearings by April 1, 2013 • Reduce percentage of low risk pretrial defendants on supervision, compared to the previous FY, by June 30, 2013

Department Strategy:	<i>Provide evidence-based treatment services to chemically-dependent offenders (S1)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Implement continuous alcohol monitoring for DWI court participants by September 1, 2012 • Conduct risk and needs assessments on all potential S.T.E.P. candidates by December 31, 2012 • Reduce percentage of low risk participants in S.T.E.P. program, compared to the previous FY, by June 30, 2013
Department Strategy:	<i>Monitor and report offender compliance with court-ordered treatment plans (S1)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Institute new drug testing lab by September 1, 2012 • Seek agreement with NCDPS to collect drug tests from S.T.E.P. participants by March 1, 2013

Desired Result:	Increase Efficiency and Effectiveness of Criminal Justice Services
Corporate Strategy:	<i>S1: Provide effective and efficient support to the criminal justice system</i>
Department Strategy:	<i>Champion innovative and evidence-based solutions for criminal justice challenges (S1)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Complete Phase I of Justice Reinvestment planning initiative by January 31, 2013 • Pursue funding for Phase II of Justice Reinvestment initiative by June 30, 2013 • Enter discussion to create re-entry center with NCDPS by February 1, 2013 • Formalize plans for risk and needs pre-sentencing assessment center by June 30, 2013 • Institute unified case plans in Pretrial Services and S.T.E.P. program by June 30, 2013 • Provide pretrial compliance reports to courts on high risk defendants a majority of the time (51%) by June 30, 2013
Department Strategy:	<i>Identify and support partnership opportunities within criminal justice system (S1)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Assist implementation of the Frequent User Service Enhancement initiative with CSS and PSO by June 30, 2013 • Coordinate with PSO to develop mental health diversion plan by June 30, 2013 • Support implementation of holistic defense model in Public Defender's Office by providing social work position by January 1, 2013 • Host monthly meeting opportunities for criminal justice stakeholders
Department Strategy:	<i>Produce performance data on criminal justice system (S1)</i>

FY13 Objectives:	<ul style="list-style-type: none"> • Complete four universes in data warehouses (AP, ACIS, OMS, CE) by June 30, 2013 • Launch criminal justice dashboards to public by June 30, 2013 • Produce daily inmate population report via data warehouse and disseminate automatically by June 30, 2013 • Publish quarterly jail population trend report within 45 days • Provide mid-year Balanced Scorecard update to CJS stakeholders by January 15, 2013 • Produce semi-annual expense reports for service level budgets and disseminate to CJS stakeholders • Prepare summary of contract positions for Board of County Commissions by January 31, 2013
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Desired Result:	Optimize Business Processes
Corporate Strategy:	S1: Re-examine and/or redesign business processes by eliminating waste and improving efficiencies
Department Strategy:	<i>Promote efficiencies within the criminal justice system (S1)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Oversee completion of File Trail project in District Attorney’s Office by June 30, 2013 • Install new record management system in Fine Collection by June 30, 2013 • Complete installation of IVR system in Trail Court Administrator’s Office by December 31, 2012 • Restructure hours of operation for Pretrial Services risk assessment to operate during traditional business hours by March 1, 2013 • Create CJS sharepoint site by June 30, 2013 • Revise agreements with S.T.E.P. service providers to incorporate recommendations from CPC assessment by June 30, 2013

Desired Result:	Improve Financial Management
Corporate Strategy:	S1: Preserving financial stability, maintaining organization integrity and fiscal governance and accountability
Department Strategy:	<i>Adhere to Mecklenburg County financial policies and procedures (S1)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Process 90% of invoices with 30 days • Institute direct billing to CJS for frequently delinquent invoices by January 15, 2013 • Prepare annual budget for CJS that yields a rate of expenditures to budget rate between 97-102%
Department Strategy:	<i>Provide effective fund stewardship to Juvenile Crime Prevention Council (S1)</i>

FY13 Objectives:	<ul style="list-style-type: none"> • Provide orientation for JCPC funding recipients at start of FY by August 1, 2013 • Finalize JCPC contracts within 45 days of new FY • Process JCPC program invoices within 21 days of billing date • Provide quarterly updates on program funds available and payment timeliness • Post JCPC funding announcement by January 30, 2013
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Desired Result:	Recruit & Retain High Performing Employees
Corporate Strategy:	<p>S1: Offer market-based compensation (pay and benefits) S2: Market Mecklenburg County as a great place to work S3: Emphasize drivers that increase employee motivation and satisfaction S4: Utilize various recruitment strategies to attract a qualified and diverse candidate pool</p>
Department Strategy:	<i>Retain successful and exemplary employees (S1, S2, S3)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Implement <i>e-Performance</i> by December 31, 2012 • Provide semi-annual review for 100% of CJS employees by April 1, 2013 • Recognize employees formally for perfect attendance during calendar year 2012 by January 15, 2013 • Promote CJS employees from within when appropriate

Desired Result:	Increase Employee Motivation & Success
Corporate Strategy:	<p>S1: Valuing employee as our most important resources, providing flexibility for a work/life balance and opportunities for professional development S2: Developing supervisor competencies, especially interpersonal communication skills, understanding and appreciating ethnic and cultural diversity, treating employees with respect and encouraging an open exchange of ideas</p>
Department Strategy:	<i>Provide meaningful work that engages employees (S1)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Complete FY13 strategic plan and disseminate to CJS employees by December 1, 2012 • Prepare work plans for 100% of CJS employees by January 15, 2013 • Develop individual development plans for 100% of CJS employees by January 15, 2013 • Hold annual supervisor planning retreat by April 1, 2013
Department Strategy:	<i>Provide a professional working environment that recognizes contributions of individuals (S2)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Reduce number of “needs improvements” and “mixed results” on FY13 CJS employee scorecard, compared to FY12, by 25%

	<ul style="list-style-type: none"> • Produce quarterly employee newsletter • Introduce quarterly employee award by March 1, 2013
Desired Result:	Increase Employee Knowledge, Skills, & Abilities
Corporate Strategy:	<p>S1: Invest in training opportunities to maximize employee performance</p> <p>S2: Utilize individual development plans tailored to the employees' career progression and needs of the organization</p>
Department Strategy:	<i>Promote training and skill development opportunities (S1)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Provide out-of-county training opportunities for 25% of CJS annually • Enroll 75% of CJS employees in relevant professional organization(s)
Department Strategy:	<i>Provide employees a path to success (S2)</i>
FY13 Objectives:	<ul style="list-style-type: none"> • Complete a minimum of 24 hours of professional training, per employee, annually

Bi-Annual Themes

Bi-annually, CJS will adopt a primary theme that will help focus our effort toward achieving our objectives. For FY13-14, the theme is:

Enhanced effectiveness through greater efficiency

With our theme, our intention is to improve the quality of our services by being smarter about how we conduct our business. CJS can accomplish this, for example, by targeting our limited resources on individuals who pose the greatest risk to public safety and by using technology to increase our productivity.

CJS will also have several sub-themes to help guide the daily performance of employees during the year. The FY13-14 sub-themes are:

- ***Look inward, look outward, look forward-*** Commit to making yourself a better employee and co-worker, then direct that commitment outward toward your working environment so that we can succeed as a team.
- ***Develop Fundamental Knowledge-*** Understand the fundamental elements of all areas of your job and workplace; continue to learn and grow in an effort to move the department forward.
- ***Work hard and be adaptable-*** CJS is constantly evolving as we seek better ways of doing business. As a result, the work of employees will undoubtedly change. It is important to be flexible and open to taking on new responsibilities.

- ***Offer solutions, not problems-*** When challenges arise, everyone should be a part of the solution by contributing their ideas and/or effort.
- ***Support and acknowledge your co-workers-*** Assist co-workers when help is needed and acknowledge them when they do a great job.

E-Performance

In pursuing our mission, it is critical that employees receive clear, well-defined expectations so they may successfully produce desired results. Key to this premise is employee performance management. Employee performance management is a process whereby managers and employees intentionally engage in one-on-one planning that aligns the work produced by the employee with the goals and objectives of CJS. This alignment ensures that we are moving forward in unison as an organization and fulfilling our purpose.

To this end, CJS is adopting *e-Performance* during FY13. *E-performance* is an electronic portal, or site, that enables managers and employees to exchange performance-related information quickly and easily. The portal contains the department's performance goals conjoined with individualized work and career plans for each employee. Through *e-Performance*, an employee can review their roles and responsibilities, record their contributions and accomplishments, and receive performance feedback.

A key aspect of *e-Performance* is myScorecard, which is a template for mid-year and annual performance appraisals. MyScorecard is comprised of four areas for which all CJS employees will be reviewed:

- 1) ***Departmental Performance-*** common goals employees work toward to help CJS achieve its overall mission as determined by results from the Department Scorecard, Customer Satisfaction Survey, Employee Climate Survey (supervisors only), and Department Service Level Measures (supervisors only);
- 2) ***Work Plan-*** individual responsibilities, projects and goals/objectives to be accomplished during the year;
- 3) ***Individual Development Plan-*** tailored steps for advancing an employee's professionalism and career; and
- 4) ***Competencies-*** leadership and other qualities expected of each employee.

Information about departmental performance was covered earlier in this document, while competencies will be presented in a following section. Work plans and individual development plans will vary from employee to employee and, as such, they will be developed as part of a conversation between the employee and their direct supervisor. The details of that dialogue will be captured in the employee's myScorecard and serve as the criteria for which the employee will be evaluated.

Each of the myScorecard areas will be weighted depending on the employee’s role in the organization. For CJS, the weights will be as follows:

	Director	Manager	Supervisor	Individual Contributor
<i>Departmental Performance</i>	50%	20%	15%	10%
<i>Work Plan</i>	15%	40%	55%	70%
<i>Competencies</i>	25%	30%	20%	15%
<i>Individual Development Plan</i>	10%	10%	10%	5%

Through *e-Performance* and myScorecard, CJS will manage all employees to “successful.” Exemplary employees will be those who consistently contribute beyond job expectations and accomplish extraordinary results (exemplary equals extraordinary). Employees that do not meet goals and objectives, based on their myScorecard results, will be deemed as “needs improvement.”

Work Plans and Individual Development Plans

A work plan is a list of responsibilities that an employee must fulfill to meet expectation in their current position. An individual development plan, on the other hand, is a customized path to help the employee advance in their career/profession. As part of our department strategy, all CJS employees will have a work plan and individual development plan through *e-Performance*.

With work plans and individual development plans, the duties and activities of an employee will be shaped to support the department’s goals and objectives, specifically the Department Scorecard. In developing plans for an employee, CJS will follow the SMART goal format. This means that the accountabilities for an employee will be:

- **S**pecific
- **M**easurable
- **A**greed upon
- **R**ealistic
- **T**ime dependent

FY13 Core & Leadership Competencies

CJS will follow the core and leadership competencies developed by Mecklenburg County. CJS supervisors will also include additional competencies specific to their service area and our themes (see above) on the employee’s myScorecard, and these internal competencies may change from year to year. Outlined below are the core and leadership competencies which will be included in all myScorecard templates for employees.

Core Competencies

1. Customer Focused

Serves customers with dignity and respect while ensuring the customer perspective is a driving force behind business decisions and activities; creates and implements service practices that meet the customers' and organization's needs

Key Actions:

- Demonstrates customer service standards (Quality, Timeliness, Courtesy & Respect and Communication) in daily activities
- Ensures services are provided to customers effectively, efficiently and responsively
- Seeks to anticipate and understand customer's needs

2. Ethically Motivated

Adheres to moral and professional standards, regulations, and organizational values and policies

Key Actions:

- Is honest and forthright with people
- Keeps commitments
- Respects the confidentiality of information and concerns shared by others
- Takes responsibility for own mistakes; does not blame others
- Behaves in a consistent manner; ensures actions are aligned with communication

3. Results Driven

Sets high goals for personal and group accomplishments and tenaciously works to meet or exceed those goals while deriving satisfaction from that achievement and continuous improvement

Key Actions:

- Establishes challenging goals for self and others to achieve exceptional results
- Works tenaciously to overcome obstacles and achieve goals; derives satisfaction from achieving challenging goals
- Targets opportunities for continuous improvement
- Measures progress and evaluates results

4. Team Oriented

Works effectively and cooperatively with others; establishes and maintains good working relationships to achieve business goals.

Key Actions:

- Helps to remove obstacles in order to accomplish team's goals
- Listens to and fully involves others in team decisions and actions; values individual differences and talents; and encourages others to contribute
- Shares important or relevant information with the team
- Adheres to the team's expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team

5. Values and Leverages Diversity

Works effectively with a diverse workforce while serving a diverse community

Key Actions:

- Actively seeks out different viewpoints and leverages the benefits of different perspectives
- Seeks to understand the perspectives of others when he or she disagrees with them and responds appropriately
- Recognizes and addresses culturally biased behaviors to resolve conflicts, solve problems and increase individual, team and organizational performance
- Fosters an environment in which people who are culturally diverse can work together cooperatively and effectively in achieving organizational goals

Leadership Competencies

1. Builds Trust (All Employees)

Interacts with others in a way that gives them confidence in one's intentions and those of the organization

Key Actions:

- Treats people with courtesy and respect
- Demonstrates honesty and fairness
- Keeps commitments and promises
- Leads by example by behaving in a manner that is consistent with the County's Values and Guiding Principles

2. Builds Collaborative Partnerships (All Employees)

Identifies opportunities and takes action to build partnerships between one's department and other departments or organizations to improve results

Key Actions:

- Fosters positive relationships to facilitate the accomplishment of business goals
- Collaborates with others to ensure the accomplishment of common goals
- Respects others with different approaches and styles

3. Leads Change (Supervisors Only)

Embraces different and innovative approaches to addressing problems and opportunities to improve results; effectively leads the acceptance and implementation of change within the workplace

Key Actions:

- Proactively identifies improvement opportunities
- Adapts during periods of transition and uncertainty
- Clearly communicates rationale for change and its impact
- Encourages other's involvement to develop innovative approaches to address problems and opportunities

4. Demonstrates Logical Decision Making (Supervisors Only)

Uses a sound, analytical, and innovative approach for the achievement of both short-term and long-term organizational goals

Key Actions:

- Establishes priorities for accomplishing long-term goals and objectives
- Relies on a variety of resources and perspectives in making decisions
- Looks beyond tried and true resources or methods for innovative approaches in making decisions
- Makes data-driven decisions

5. Aligns Performance for Success (Supervisors Only)

Provides development guidance and feedback to help others excel; plans and supports the development of individual skills and abilities

Key Actions:

- Effectively communicates desired results
- Provides timely feedback
- Actively participates in the development of all staff
- Creates a culture where everyone is accountable for results
- Consistently evaluates progress towards established performance measures

6. Exhibits High-Impact Communication (Supervisors Only)

Conveys and receives information effectively; communicates in a focused and compelling way that provides clarity, motivation, and encourages accountability

Key Actions:

- Delivers a clear vision for the future
- Shares relevant information with others to accomplish common work goals
- Communicates in a clear and concise manner that is considerate of the audience
- Listens to seek understanding
- Manages communication to ensure consistency of message

Appendix A: CJS Organizational Chart



Mecklenburg County Manager's Office

CJS Organizational Chart

