

***Copies of Current Performance Appraisal Instruments
Adult Probation***

**Performance Appraisal Form
For the position of**

Adult Standard Officer

In the Sixth Judicial Circuit

2016

Performance Element:

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Teamwork - This performance element involves establishing and maintaining effective and positive working relationships; providing support to other department personnel by responding to requests for information and assistance; performing special assignments and projects outside regular responsibilities.

Behavioral indicators that performance is in need of improvement

- When asked by the Chief to participate in a group working on a special project, this officer participates but offers little information of benefit to the group project.
- When acting as a liaison between the probation department and the police department, this officer receives requests from other officers in the department but arbitrarily decides what information is needed or important; returns the information to the police department but frequently makes last minute requests that indicate a lack of planning; after returning to the office, does not return requested information immediately to the other officers.
- When one officer is called away and it becomes necessary for this officer to interview one of their probationers, this officer does not read the last chronological entries; does not note verifications supplied by the probationer; merely gives the probationer a date to return.
- When a new officer is confronted with a crisis situation that he has not handled previously and seems confused, this officer offers no assistance to the new worker because he is too busy with his own caseload; tells the worker to do the best he can.

Behavioral indicators that performance meets departmental standards

- When a new officer is confronted with a crisis situation that he has not handled previously and seems confused, this officer is willing to discuss the situation with the new worker and offer suggestions but does not get involved or actively participate in the crisis resolution.
- When one officer is called away and it becomes necessary to interview a probationer in his absence, this officer briefly scans the record to determine what the probationer is to verify, notes it and give the probationer a date and reminds the offender of verifications required for the next office visit.
- When acting as liaison between the probation department and the police department, this officer receives information from other officers and compiles a list; delivers the list to others; occasionally requests reports and rap sheets at the last minute.
- When requested by the public service coordinator to assist in supervising clients who are performing public service work, this officer responds to the PSW coordinator's request for assistance by revising his schedule so as to make himself available for supervision of PSW clients, but only during normal business hours.

Behavioral indicators that performance is above departmental standards

- On a day when the probation office is short-staffed and there are numerous office visits and court hearings, this officer is willing to take on tasks in addition to their normal routine; assumes leadership in coping with the increased workload by communicating with each staff member available to coordinate the day's task; is able to anticipate potential problems and avert them so that no major disruptions occur despite the increased workload; is willing to help others no matter how busy the officer may be, even to the point of staying past the end of work hours to assure that all tasks are completed.
- When a defendant's probation is being revoked and the supervising officer realizes that an officer in the investigation unit must write a PSI, this officer proactively avoids duplication of effort by immediately contacting the investigating officer and sharing documentation that the supervising officer had only recently verified; provides an accurate typewritten summary assessment of the defendant's adjustment while on probation which results in a better quality PSI.
- When requested by the Public Service Coordinator to assist in supervising clients who are performing public service work, this officer not only rearranges his schedule, but makes himself available to supervise PSW at times and days outside regular business hours.

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Performance element numerical score 0

multiplied by the weighting factor 11 =

11

Total Element Score

0

Performance Element: **2** Intake - This performance element involves conducting and documenting initial face-to-face interviews with offenders; reviewing with the offenders the court-ordered conditions of their probation; collecting and verifying oral and written information from offenders and various collateral contacts.

Behavioral indicators that performance is in need of improvement

- In order to assess a probationer's understanding of court-ordered conditions and court rules, this officer verbally reads and explains each rule but may not always take into consideration the probationer's ability to comprehend.
- When conducting an initial face-to-face interview with a defendant, this officer completes the necessary information in the intake process but may not meet the required time limits.
- In an intake interview, this officer reads the rules in a matter-of-fact way and hurries the defendant out the door without regard for his understanding or comprehension of the rules.
- In an initial face-to-face interview immediately following a sentencing hearing, this officer records inaccurate information and important data may be missing.

Behavioral indicators that performance meets departmental standards

- When a defendant is directed by the court to report to the probation department, this officer reviews the court-ordered conditions with the defendant, explaining all conditions and answering all questions; provides the defendant with a copy of the court order; completes the intake procedure, obtaining and verifying the defendant's personal information; contacts collaterals to verify defendant-supplied information and to collect additional information.
- When a defendant who reports directly from court angrily states that he disagrees with the sentence and the conditions of the court's order, this officer advises the defendant respectfully of the offender's legal right to appeal through his attorney; clarifies and thoroughly explains the rules and conditions so that the defendant can accurately advise the attorney of the specific conditions the defendant would like to appeal; informs the offender of the assigned reporting level; explains and completes the social history background form; obtains signed releases from the defendant and briefly explains the general process and time frames required for an appeal.

Behavioral indicators that performance is above departmental standards

- When reviewing court-ordered conditions at intake with a mentally challenged defendant, this officer takes steps to ensure that the defendant has a thorough understanding of the conditions of probation by using language understandable to the client, patiently answering the defendant's questions and soliciting the assistance of outside expert professionals familiar with the mentally challenged.
- In an intake interview, it is discovered that a defendant is nearly illiterate, cannot read and is only able to write his own name. This officer is careful to take the necessary time and extra effort to ensure that the defendant understands the court-ordered conditions; involves a literate family member or friend to assist the defendant with written communications; supplements all written communications with direct verbal contacts to assure understanding.
- In an initial face-to-face interview immediately following a sentencing hearing, this officer completes the intake completely and gathers specific and detailed information beyond normal intake requirements that later contributes to the understanding and construction of the defendant's supervision plan.

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Performance element numerical score 0 multiplied by the weighting factor 11 = Total Element Score 0

Performance Element:

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Supervision Planning - This performance element involves determining the offender's classification, contact standards and level of supervision; developing written supervision plans; constructing action steps and revising these as needed; establishing and maintaining contact with the offender's significant others.

Behavioral indicators that performance is in need of improvement

- When completing the risk/needs instruments, this officer does not review and consider all information and as a result information is learned later that makes the initial classification inaccurate.
- When dealing with a defendant who is uncooperative and resistant to supervision planning efforts, this officer has little contact with the offender and bases the supervision plan on information previously obtained; because of the defendant's attitude, this officer avoids the person as much as possible and does not work toward creating a positive relationship with the probationer; does not update the supervision plan.
- This officer completes assessments and supervision plans too late to meet mandated guidelines; supervision plans are generic and do not incorporate times, dates or locations to ensure that the plans are measurable, attainable and verifiable; because of this, probationers and the officer often argue over the level of compliance with the conditions of the court order; does not modify the supervision plan to reflect goal achievement and changing needs of the client; plans read the same throughout the duration of the case.

Behavioral indicators that performance meets departmental standards

- This officer completes the supervision plans before the mandatory deadline; writes plans that are complete, concise, verifiable, attainable and measurable; specifies time frames for action steps to be completed; revises supervision plans frequently and adapts them to the changing goals and needs of the defendant.
- In developing a supervision plan with an offender, this officer completes a supervision plan outlining the offender's goals; completes the plan within the required timelines and reviews the plan during each office visit.
- In order to accurately determine an offender's classification, this officer reviews all information gathered during the face-to-face interview with the offender; develops a working knowledge of the history through review of available reports and other information and accurately translates that knowledge to the classification instruments.
- This officer completes the risk/needs assessment immediately upon receipt of the verified information so that an accurate level of supervision is determined.

Behavioral indicators that performance is above departmental standards

- When dealing with a defendant who is uncooperative and resistant to supervision planning efforts, this officer creates a willingness to cooperate by fully explaining the situation the defendant faces and setting forth a list of options and their possible consequences; contacts significant others in the defendant's life and successfully enlists their assistance in motivating the defendant to cooperate with the plan.
- With input from the defendant and significant others, this officer mutually establishes a supervision plan based on a thorough analysis of the identified needs of the client with an emphasis on assisting the client through the period of probation in a positive, supportive manner; updates the plan frequently to reflect the defendant's progress.
- When a probationer has many serious problems including drug use, health problems, psychiatric or mental health problems and monetary problems, this officer takes additional time to assess each need area and prioritizes them according to the impact of each on the likelihood of repeat criminal behavior and urgency of remediation to the welfare and safety of the client; engages the client in the creation of a supervision plan to the extent the client is able to do so; customizes agency referrals to the specific needs and problems identified in the assessment and planning process.

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Performance element numerical score

0

multiplied by the weighting factor

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Total Element Score

0

Performance Element: **Monitoring** - This performance element involves developing a rapport with offenders; monitoring offender compliance with court-ordered conditions and other supervision requirements through offender and collateral contacts.

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Behavioral indicators that performance is in need of improvement

- When a defendant is sentenced to IPS, this officer makes the minimum number of contacts and makes few collateral contacts.
- When a probationer rarely makes restitution payments as directed and never accepts responsibility for providing proof to the probation department, this officer sets up a payment schedule for the defendant but doesn't request verification of payment and checks the balance due only in the last month of the probation term.
- When monitoring a defendant who is sporadic in reporting and who has moved several times and is therefore difficult to locate, this officer files for a violation without investigating the defendant's circumstances.
- When supervising clients from differing racial, cultural and ethnic backgrounds, this officer is insensitive to differences and as a result encounters conflict with offended clients.
- This supervising officer is unaware that a probationer sentenced to community work has not shown up a worksite for more than a month.

Behavioral indicators that performance meets departmental standards

- When a defendant is sentenced to IPS, this officer creates and maintains a positive and supportive relationship with the defendant; monitors the defendant by initiating contacts on a regular basis but at irregular intervals such that the defendant cannot discern a set schedule or pattern; makes collateral contacts to supplement direct contacts with the defendant and to broaden the scope of monitoring.
- This officer talks to the defendant to ensure that he/she is not having any problems; receives materials from the defendant to verify residence, employment, counseling, etc.; conducts home visits to see the defendant in his/her home environment to monitor compliance with the court-ordered conditions.
- When supervising clients from differing racial, cultural and ethnic backgrounds, this officer recognizes the differences and employs interviewing skills that are compatible with each client's racial and cultural characteristics.
- When monitoring a defendant who is sporadic in reporting and who has moved several times and is therefore difficult to locate, this officer conveys the need to comply with the orders of the court; calls collaterals to locate the defendant when he/she does not report as directed.

Behavioral indicators that performance is above departmental standards

- While monitoring a case in a face-to-face interview with a defendant, this officer draws out information that reveals the defendant's true level of compliance with the court-ordered conditions even though the client attempts to influence and persuade the officer to a more optimistic view than is actually true; when confronted with information and client claims that are suspicious, the officer contacts collateral sources that verify or refute the claims; confronts lack of progress and persistently works to motivate the defendant toward positive behavioral goals.
- When monitoring a defendant on probation supervision, a change in attitude is noted. The client no longer reports to the probation office or initiates contact in any way. This officer sends written notification advising the defendant that he/she is in violation of probation; also sends notification for appointment with the officer to discuss the matter; telephones the defendant's significant others to leave messages for the defendant to call the officer immediately; conducts an immediate home visit and leaves a written message; uses community contacts which the officer has developed and nurtured to successfully track down and talk with the defendant; persuades the defendant to comply with the orders of the court and thus avoids violation proceedings.

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Performance element numerical score 0 multiplied by the weighting factor 15 = Total Element Score 0

Performance Element: **Professional Enhancement** - This performance element involves attending mandated and ancillary training; participating in training programs that enhance job performance and satisfaction.

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Behavioral indicators that performance is in need of improvement

- This officer attends training but clearly does not implement the skills taught at the seminar and continues to commit the same mistakes which the training was intended to remedy.
- When faced with a number of probationers who are affiliated with gangs, this officer attends a workshop on gang issues but retains little information and does not use new skills to meet probationer's needs.
- When new training and procedural manuals are issued regarding probation officer performance requirements, this officer only scans the materials that relate to his specific responsibilities and as a result is later found in violation of procedures that were included elsewhere in the new manual.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer does not seek special training in the area of drug and substance abuse but attends unrelated training sessions to satisfy the yearly training requirement.
- This officer fails to attend an assigned training seminar without valid excuse and must be rescheduled to attend another session to meet required training hours.

Behavioral indicators that performance meets departmental standards

- This officer attends and actively participates in all mandated training and other training sessions selected by his supervisor which enhance the officer's job skills.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer attends required training and reads publications in the field of substance abuse.
- When representing the probation department at an inter-agency conference where information packets are passed out that have direct impact on probation needs and where a variety of seminars and training workshops are discussed and described, this officer attends with a genuine interest in the conference speakers and content; gathers pertinent information for his own case management.
- When required to attend AOIC sponsored training sessions, this officer attends and participates in the assigned training sessions.
- When new training and procedural manuals are issued regarding probation officer performance requirements, this officer reviews the entire manual but skims over areas that do not apply directly to his position.

Behavioral indicators that performance is above departmental standards

- This officer attends as many training sessions as his caseload will allow; shows enthusiasm about the events; shares insights and skills gained with other personnel in the department; assures that his own caseload is kept current and accurate and does not suffer because of time spent in training; enrolls in local college courses that are directly related to the job.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer seeks out and attends training seminars that are specifically related to drug offender language, tools and habits and applies this knowledge and insight successfully in actual cases; subscribes to and studies recent publications to stay current with trends and new information in the field; pays close attention to media reports in the local area to get a feel for community trends; cultivates relationships and networks with local experts and practitioners in the drug abuse helping system in the community to gather their input.
- This officer actively seeks out, researches, attends and successfully completes seminars and training sessions which enhance his skills and job performance; after the sessions, provides a synopsis of the seminar content to other members of the department.

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Performance element numerical score 0 multiplied by the weighting factor 9 = **Total Element Score** 0

Performance Element: **Referral and Brokerage** - This performance element involves assessing and selecting community services that address the identified needs of the offender and the requirements of the court; maintaining contact with referral agencies to assess offender progress.

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Behavioral indicators that performance is in need of improvement

- When a defendant states in an intake interview that he is upset about receiving public service work because he fears it will cause the loss of his job, this officer tells the probationer that he will then have to find his own worksite within 30 days or face violation of probation.
- When a defendant who has been on probation several times before is sentenced to a drug program, this officer places the probationer in the first program that has an opening, resulting in a referral to a treatment program that is not designed to deal with the probationer's special needs; as a result, the probationer relapses and resumes drug use.
- When a person who is physically handicapped is ordered to complete a drug treatment program, this officer disregards the special needs of the defendant and places him in the first available program vacancy.
- When selecting a substance abuse treatment for an offender, this officer disregards the defendant's background and history and places the defendant in a treatment program that does not address the client's problem.

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Performance element numerical score 0

Behavioral indicators that performance meets departmental standards

- This officer refers defendants to appropriate agencies and monitors the probationer's progress through letters and phone calls; accurately documents all contacts with these agencies and programs.
- When a person who is physically handicapped is ordered to complete a drug treatment program, this officer locates a facility that can accommodate the defendant's handicap as well as treatment needs.
- Upon receiving two different recommendations from two different counselors as to drug treatment referral, this officer discusses the options with the probationer and counselors; makes a referral based on the most accurate information.
- When a defendant who has failed while on probation several times before is sentenced to a drug program, this officer has an outside agency evaluate the defendant and makes a referral to a drug treatment program recommended by the evaluator.

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multiplied by the weighting factor 15 =

Behavioral indicators that performance is above departmental standards

- When selecting a substance abuse treatment for an offender, this officer solicits the active participation of the client and his significant other in the assessment and selections of a treatment program in such a way that all concerned parties are invested in and feel "ownership" of the client's successful completion of the program.
- When faced with a probationer who is a sex offender and who also has a serious drug abuse problem along with a poor work record, this officer coordinates referrals for evaluation of sexual problems, drug abuse and employment so that each evaluator has a complete picture of the offender's unique set of problems and assures that all of the defendant's problems are addressed; acts as liaison for all service providers involved in the case so that there is no duplication of effort.
- When the court requests information about resources in the community for rehabilitation of an offender, this officer has a complete and thorough knowledge of community-based rehabilitative resources; can provide detailed information about criteria, costs and theoretical approach of each program/agency; has assessed the client's appropriateness and eligibility for community-based services prior to the court hearing by making exploratory preliminary contacts with the progress/agencies.

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Total Element Score 0

Performance Element:

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Situational Intervention - This performance element involves identifying and responding to problem situations that arise; assessing the situation, then selecting and implementing actions intended to resolve the problem and/or minimize any adverse impact.

Behavioral indicators that performance is in need of improvement

Behavioral indicators that performance meets departmental standards

Behavioral indicators that performance is above departmental standards

- This officer, lacking confidence and fearful that something he might say might escalate crisis situations, chooses not to take action and remains silent, thus making it necessary for other staff to deal with this officer's crisis situations.
- When a probationer expresses his intent to commit suicide, this officer immediately calls the supervisor to handle the situation; has a pattern of relying excessively on the supervisor to deal with even minimally difficult situations.
- When supervising a client who is agitated and uncooperative, this officer is aware of the client's resistance but may not be able to successfully facilitate the process such that the resistance is diminished.
- When an angry defendant starts shouting at the probation officer, this officer, believing that you must "fight fire with fire," engages in a shouting match with the defendant, thus escalating the situation to a dangerous level.
- A defendant's ex-wife calls to report that the probationer, her ex-husband, has violated an order of protection on several occasions. This officer notes the incident in the case file but takes no further action to resolve the problem; the case later comes to court and the officer is then reprimanded for not taking action.

- When an angry defendant starts shouting at the probation officer, this officer is able to defuse the anger and frustration while keeping the situation in control.
- When a family who believes that the finding of the court was based on prejudice becomes extremely upset, yelling and making accusations and treats, this officer reacts non-defensively and calmly to the situation, listens carefully to the family's complaints and demonstrates a genuine concern about the validity of the complaints.
- A female defendant reports that her husband physically assaulted her last night. She has obvious physical injuries that are consistent with physical assault. This officer helps her to clarify the options and succeeds in obtaining secure safe shelter until the matter is investigated and resolved.

- When conducting a curfew check, an IPS officer encounters a probationer who is hostile, angry and threatening violence against family members and the probation officer. This officer uses verbal and physical techniques to intervene and control the situation successfully and in full compliance with departmental policies.
- A defendant with a drug abuse problem has relapsed after six months of successful sobriety and adherence to probation rules and conditions. He becomes depressed and believes he is a total failure and is ready to give up. This officer uses a variety of helping skills to explore the defendant's emotions and enhances the defendant's self-esteem by emphasizing the positive aspects of the defendant's sobriety; is able to turn the situation into a productive goal-setting situation to reestablish the probationer's sobriety and return to treatment; notifies the treatment program of the situation to seek additional support for the client; increases contacts with the client to maintain close supervision until the defendant is again stabilized and sober.

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Performance element numerical score 0

multiplied by the weighting factor

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Total Element Score

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Performance Element:

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Conducting Investigations and Preparing Reports - This performance element involves conducting face-to-face interviews, preparing correspondence and conducting collateral and victim impact investigations, obtaining criminal histories, verifying information and then composing, developing and filing narrative reports.

Behavioral indicators that performance is in need of improvement

- During a personal interview required for the completion of a PSI, this officer is able to acquire most of the information that is needed to complete the report.
- While conducting a PSI and suspecting that the defendant is being less than truthful and possibly misleading, this officer emphasizes the need for accuracy but because of time constraints sometimes does not verify suspect information.
- While conducting a PSI, this officer threatens the defendant with reprisals if any of the information given is found to be incorrect.
- To obtain criminal history information for the PSI which he is writing or preparing for the court, this officer obtains criminal history information from the offender but does not verify information received when it is inconsistent with data from other sources.
- When assigned to submit a report to determine if a defendant is eligible for intensive probation, this officer submits the report without fully completing the criminal history or verifying the information.

Behavioral indicators that performance meets departmental standards

- While conducting a PSI, this officer interviews the defendant to obtain all necessary information; verifies criminal and background information by contacting law enforcement agencies, pertinent social agencies, employers, educational facilities, etc.; obtains collateral information by way of interviewing significant others; compiles the information in a brief, understandable report within the time limits established for such reports.
- When assigned to submit a report to determine for the case attorneys whether the defendant is eligible for intensive probation, this officer immediately contacts the defendant to set up an interview, checks the criminal history (both adult and juvenile) for any previous PSI reports; contacts any spouses or significant others living with the defendant and files the report within the established time limits.
- While conducting a PSI, and suspecting that the defendant is being less than truthful, this officer immediately explains the purpose of the PSI and the importance of providing accurate information; explains what collateral contact can be made to verify information; following the interview, this officer verifies any suspect information.

Behavioral indicators that performance is above departmental standards

- When an out-of-state county requests a home study of a minor's father who resides in county, this officer immediately prepares a letter in order to establish contact with the prospective placement; interviews the father and performs the background check and reports all findings to the requesting state officer; verifies that all information is accurate and informative and includes any personal observations; maintains confidentiality and discretion throughout the process; offers to assist the out-of-state officer with any information that may be required.
- When interviewing a minor who was a victim of sexual assault, this officer employs interviewing and helping skills which enable him to obtain a victim impact statement in a manner which avoids adverse impact associated with any aspect of the interview.
- During a PSI, this officer collects accurate and complete information; checks the accuracy of the information with family members, former employers and others; makes contact with victims to ensure that every effort is being made to assist them; conducts complete and comprehensive criminal history checks; completes all reports under time limits and prepares other supplemental correspondence.

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Performance element numerical score _____

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multiplied by the weighting factor _____

Total Element Score _____

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Performance Element:

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Case Documentation and File Maintenance - This performance element involves documenting case information and activities, including information obtained from offenders, collateral contacts and outside agencies; recording offender compliance with court-ordered conditions and other supervision requirements; insuring that case files accurately and completely reflect case activities.

Behavioral indicators that performance is in need of improvement

- During a client interview, this officer notes the contact but does not elaborate on the status of the case or make written notes on any additional information that was discussed during the visit.
- This officer's file material is placed loose in the file and is not held with any type of fasteners; file materials are out of order and not placed on the appropriate side of the file; files are difficult to locate when needed.
- This officer documents only the most important contacts or face-to-face visits; files are unstructured and difficult to decipher; case files are not accurate representations of the case.
- This officer's chronological notes are not kept up-to-date and are difficult to read, making it very difficult to determine the probationer's status regarding the plan of supervision and probation goals.
- When a defendant reports a week late and without requested paperwork and claims that he did not know he was supposed to do anything, this officer lacks sufficient case notes to determine what was told to the defendant at the last appointment and what was expected at the next appointment; there is no documentation of lack of compliance.

Behavioral indicators that performance meets departmental standards

- Throughout the duration of a case, this officer maintains a case file which documents all contacts with the defendant as well as collateral contacts; case notes or other documentation are completed at the time of contact or shortly thereafter; documentation includes elements of supervision planning as well as compliance thereto; the case file is maintained in a neat and uniform manner.
- This officer keeps case file entries up-to-date; entries directly relate to defender's progress in probation, highlights items that are completed or are behind schedule.
- This officer's chronological notes are kept up-to-date, but sometimes the probationer's status regarding the order of probation and plan of supervision is not readily discernible.
- During a client interview, this officer notes all relevant information pertaining to the contact and does so within the prescribed time frames; information is written in such a way that other court personnel can easily understand the case documentation.

Behavioral indicators that performance is above departmental standards

- Throughout the duration of a case, this officer documents case information to include every telephone call, letter and collateral contact in a complete and concise manner; files are very well organized and reflect with detailed accuracy the status and activities of the case.
- During a client interview, this officer immediately notes all information pertaining to the visit, including the date, type of contact, information pertaining to the status of court rules, information pertaining to the status of the supervision plan goals and any additional information discussed during the visit; the case notes are written so that other probation officers can immediately understand the status of the case.
- For the duration of a case, this office's case documents are understandable and the content flows smoothly; documentation is verified and in chronological order of the date received; file material is placed on the appropriate side of the file; all files are accessible to any officer in the department who needs the file without having to search for it.

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Performance element numerical score

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multiplied by the weighting factor =

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Total Element Score

0

Performance Element:

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Courtroom Duties- This performance element involves preparing for and appearing in court as directed; possessing and articulating knowledge and understanding of the case; testifying as required.

Behavioral indicators that performance is in need of improvement

- When called to testify in a violation proceeding, this officer is not able to answer a number of questions put to him and must resort to reading case notes; is inarticulate and stumbling in speech and hesitant in his testimony.
- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer appears for the hearing but has not prepared to testify; when called to testify, this officer cannot answer questions put to him by the court.
- When summoned to testify on a petition to revoke probation of an offender who continues to use drugs, this officer is unable to provide testimony sufficient to support the allegations in the petition.

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Behavioral indicators that performance meets departmental standards

- When called to testify in a violation proceeding, this officer is prepared and informed about the case and the defendant, but may not be able to answer all questions without qualifiers.
- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer reviews the entire content of the case file and appears in court ready to testify.
- When a defendant's probation is being revoked on technical violations, this officer is aware of the facts in the case and can testify fluently with the help of case notes; has documentation of verification of data.
- When called to testify without notice on a petition to revoke probation, this officer has some knowledge of the case and can testify to the basic facts of the case but may need to refer to the case file for details of the case.

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Behavioral indicators that performance is above departmental standards

- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer has reviewed the entire case file in detail and is completely familiar with the status of all court-ordered conditions of probation, the offender's personal and family background and present condition and status.
- When a defendant's probation is being revoked on technical violations, this officer has such complete knowledge of the case that he can accurately state the dates of factual information without looking at notes; knows details of every aspect of the case; testifies confidently and smoothly when on the witness stand.
- When summoned to testify on a petition to revoke probation of an offender who continues to use drugs, this officer obtains admissions of use forms properly signed and documentation that proper confirmation tests were performed on time; discusses the consequences with the defendant and notes this discussion in the field case notes; has an accurate list of dates of use; exhibits an expert knowledge of substance and drug abuse and testifies in clear and accurate statements resulting in a revocation of the defendant's probation.

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Performance element numerical score 0

multiplied by the weighting factor 11

= 11

Total Element Score 0

Performance Element: **11** Conducting Staffings and Case Conferences - This element involves participating in case consultations with staff and/or other agencies to identify issues and propose resolutions.

Behavioral indicators that performance is in need of improvement

- During a department staff meeting to discuss workload problems and possible resolutions, this officer sits back and perhaps listens to others discuss problems and solutions, but offers no insight into the problems or resolutions possibilities.
- When the probation officer and the guardian (DCFS) have a difference of opinion regarding a case disposition, this officer does not accept any additional information available; stands on his position stubbornly without concern for the minor's best interest.
- During a staff meeting with a local mental health facility convened to discuss the defendant's progress in counseling, this officer reports to the meeting but is not familiar with the case; is unable to offer any suggestions or proposals to any of the identified problems.
- This officer may not attend educational staffing even though his input has been specifically requested by school personnel or other interested parties; or attends educational staffings but has little knowledge of the client's educational or social background; is unable to contribute any useful input with respect to the development of an individualized education plan.

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Performance element numerical score 0

Behavioral indicators that performance meets departmental standards

- As a participant of a staffing with a local mental health facility convened to discuss the defendant's progress in counseling, this officer after having familiarized himself with the case attends the staff meeting and listens to other's comments regarding the case; offers viable suggestions or resolutions to any problems identified; this officer's recommendations are often adopted by mental health professionals.
- During a department staff meeting to discuss caseload problems and possible resolutions, this officer listens to others discuss the problem and suggests possible solutions; makes occasional pertinent comments and suggestions.
- While conducting staffings and case conferences, this officer can adeptly identify and prioritize problem areas; provides appropriate referrals to meet needs of clients; gives and receives constructive criticism.

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multiplied by the weighting factor 5.3 =

Behavioral indicators that performance is above departmental standards

- When the probation officer and the guardian (DCFS) have a difference of opinion regarding a case disposition, this officer calls a conference which includes the parents, DCFS and other interested parties to brainstorm the best interest of the minor, taking into account current behaviors exhibited; consults with the CMO for help in formulating a recommendation if a consensus is not reached; takes all information accumulated and prepares an informed recommendation with the minor's best interest in mind, even if unpopular with the others involved.
- While attending educational staffings for clients, this officer possesses a thorough knowledge of the client's educational and social background, is knowledgeable about available educational programs and alternatives; can provide information which is vital to and directly impacts the development of the client's individualized educational plan.
- While conducting staffings and case conferences, this officer demonstrates an unusual ability to accurately identify problems; is always ready with sound suggestions for resolving any identified problems; gives and receives constructive criticism and feedback without undue bias or defensiveness; other officers respect and seek this officer's advice in staffings.

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Total Element Score 0

Performance Element:

Statistics - This performance element involves gathering data for and preparing monthly statistical reports.

12

Behavioral indicators that performance is in need of improvement

- While preparing monthly statistical reports, this officer is unorganized and must work frantically up until the last minute to compile the information.
- This officer turns in monthly reports and waits to see if there are any questions from the supervisor before researching answers; does not verify accuracy of information until required to do so.
- This officer submits monthly statistical reports which contain errors; data does not accurately reflect case activity; reports are not submitted within the established deadlines.
- When the supervisor requests that the probation officer provide statistics which were misplaced for a period earlier in the year, this officer is unable to retrieve the information because it has been misplaced or lost due to disorganization; complains that such old information is unimportant.

Behavioral indicators that performance meets departmental standards

- While gathering data and preparing monthly statistical reports, this officer gathers and organizes data in such a way that the information can be analyzed and utilized by his supervisor in the officer's absence; collates that data into accurate statistical reports which are submitted in accordance with departmental requirements.
- This officer maintains monthly statistics in a neat and correct manner; provides information to the supervisor within the specified time frame; maintains his filing system in a way which facilitates completion of the statistics.
- While gathering data and preparing monthly statistical reports, this officer has set cases where status is not up-to-date off to the side and is able to catch those cases up at the end of the month in time to meet deadlines.
- When the supervisor requests statistics which were misplaced for a period earlier in the year, this officer provides the requested information but requires some time to search the records.

Behavioral indicators that performance is above departmental standards

- This officer has devised a unique statistics data collection system that facilitates completion of the monthly statistical reports well ahead of the required time limits and due dates; statistics are almost always accurate in every detail.
- This officer files all reports with the supervisor, the county board, judges and the state well ahead of the required deadlines; is able to verify all information on the report and can readily compile special reports such as recidivism rates and victim impact reports.
- In gathering data and preparing monthly statistical reports, this officer accurately enters all required data well before due dates; information is legible and has clear, concise notes which anticipate and verify or explain any questions the supervisor may have; has complete knowledge of the monthly report so as to be able without assistance to place any questionable statistics in the proper category; has the ability to explain those placements.
- When the supervisor requests that a probation officer provide statistics which were misplaced for a period earlier in the year, this officer can immediately refer to copies of the statistical reports kept for his own reference, is able to retrieve and deliver the information almost immediately.

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Performance element numerical score 0

multiplied by the weighting factor

5.3

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Total Element Score

0

SIXTH JUDICIAL CIRCUIT
High Risk Officer Performance Appraisal

Scoring

Position: Adult Standard Officer

Employee Name: _____

Evaluation Period _____

Scored by: _____

Performance Elements

	<u>Numerical Score</u>	X	<u>Element Weight</u>	=	<u>Total Score</u>
1.	_____	X	<u>15</u>	=	<u>0</u>
2.	_____	X	<u>5</u>	=	<u>0</u>
3.	_____	X	<u>25</u>	=	<u>0</u>
4.	_____	X	<u>22</u>	=	<u>0</u>
5.	_____	X	<u>9</u>	=	<u>0</u>
6.	_____	X	<u>12</u>	=	<u>0</u>
7.	_____	X	<u>8</u>	=	<u>0</u>
8.	_____	X	<u>0</u>	=	<u>0</u>
9.	_____	X	<u>25.3</u>	=	<u>0</u>
10.	_____	X	<u>11</u>	=	<u>0</u>
11.	_____	X	<u>5.3</u>	=	<u>0</u>
12.	_____	X	<u>5.3</u>	=	<u>0</u>
			TOTAL		0

Numerical Average 0

Overall Rating 0

SIXTH JUDICIAL CIRCUIT
Adult Probation Officer Performance Appraisal

Position: Adult Standard Officer

Employee Name: Name

Evaluation Period:

Additional Evaluator Comments:

Employee Comments:
(Use back of form if necessary)

Employee Signature

Date

(Signature does not necessarily mean agreement with rating; it does however, signify review of instrument and the opportunity to discuss any questions regarding rating.)

Evaluator Signature

Date

Assistant Director of Court Services

Date

Director of Court Services

Date

**Performance Appraisal Form
For the position of**

Adult Investigative Officer

In the Sixth Judicial Circuit

2016

Performance Element:

1

Teamwork - This performance element involves establishing and maintaining effective and positive working relationships; providing support to other department personnel by responding to requests for information and assistance; performing special assignments and projects outside regular responsibilities.

Behavioral indicators that performance is in need of improvement

- When asked by the Chief to participate in a group working on a special project, this officer *participates but offers little information of benefit to the group project.*
- When acting as a liaison between the probation department and the police department, this officer receives requests from other officers in the department but *arbitrarily decides what information is needed or important; returns the information to the police department but frequently makes last minute requests that indicate a lack of planning; after returning to the office, does not return requested information immediately to the other officers.*
- When one officer is called away and it becomes necessary for this officer to interview one of their probationers, this officer *does not read the last chronological entries; does not note verifications supplied by the probationer; merely gives the probationer a date to return.*
- When a new officer is confronted with a crisis situation that he has not handled previously and seems confused, this officer *offers no assistance to the new worker because he is too busy with his own caseload; tells the worker to do the best he can.*

Behavioral indicators that performance meets departmental standards

- When a new officer is confronted with a crisis situation that he has not handled previously and seems confused, this officer is *willing to discuss the situation with the new worker and offer suggestions but does not get involved or actively participate in the crisis resolution.*
- When one officer is called away and it becomes necessary to interview a probationer in his absence, this officer *briefly scans the record to determine what the probationer is to verify, notes it and give the probationer a date and reminds the offender of verifications required for the next office visit.*
- When acting as liaison between the probation department and the police department, this officer *receives information from other officers and compiles a list; delivers the list to others; occasionally requests reports and rap sheets at the last minute.*
- When requested by the public service coordinator to assist in supervising clients who are performing public service work, this officer *responds to the PSW coordinator's request for assistance by revising his schedule so as to make himself available for supervision of PSW clients, but only during normal business hours.*

Behavioral indicators that performance is above departmental standards

- On a day when the probation office is short-staffed and there are numerous office visits and court hearings, this officer is *willing to take on tasks in addition to their normal routine; assumes leadership in coping with the increased workload by communicating with each staff member available to coordinate the day's task; is able to anticipate potential problems and avert them so that no major disruptions occur despite the increased workload; is willing to help others no matter how busy the officer may be, even to the point of staying past the end of work hours to assure that all tasks are completed.*
- When a defendant's probation is being revoked and the supervising officer realizes that an officer in the investigation unit must write a PSI, this officer *proactively avoids duplication of effort by immediately contacting the investigating officer and sharing documentation that the supervising officer had only recently verified; provides an accurate typewritten summary assessment of the defendant's adjustment while on probation which results in a better quality PSI.*
- When requested by the Public Service Coordinator to assist in supervising clients who are performing public service work, this officer *not only rearranges his schedule, but makes himself available to supervise PSW at times and days outside regular business hours.*

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Performance element numerical score 0

multiplied by the weighting factor

11

Total Element Score

0

Performance Element:

2

Intake - This performance element involves conducting and documenting initial face-to-face interviews with offenders; reviewing with the offenders the court-ordered conditions of their probation; collecting and verifying oral and written information from offenders and various collateral contacts.

Behavioral indicators that performance is in need of improvement

- In order to assess a probationer's understanding of court-ordered conditions and court rules, this officer verbally reads and explains each rule but may not always take into consideration the probationer's ability to comprehend.
- When conducting an initial face-to-face interview with a defendant, this officer completes the necessary information in the intake process but may not meet the required time limits.
- In an intake interview, this officer reads the rules in a matter-of-fact way and hurries the defendant out the door without regard for his understanding or comprehension of the rules.
- In an initial face-to-face interview immediately following a sentencing hearing, this officer records inaccurate information and important data may be missing.

Behavioral indicators that performance meets departmental standards

- When a defendant is directed by the court to report to the probation department, this officer reviews the court-ordered conditions with the defendant, explaining all conditions and answering all questions; provides the defendant with a copy of the court order, completes the intake procedure, obtaining and verifying the defendant's personal information; contacts collaterals to verify defendant-supplied information and to collect additional information.
- When a defendant who reports directly from court angrily states that he disagrees with the sentence and the conditions of the court's order, this officer advises the defendant respectfully of the offender's legal right to appeal through his attorney; clarifies and thoroughly explains the rules and conditions so that the defendant can accurately advise the attorney of the specific conditions the defendant would like to appeal; informs the offender of the assigned reporting level; explains and completes the social history background form; obtains signed releases from the defendant and briefly explains the general process and time frames required for an appeal.

Behavioral indicators that performance is above departmental standards

- When reviewing court-ordered conditions at intake with a mentally challenged defendant, this officer takes steps to ensure that the defendant has a thorough understanding of the conditions of probation by using language understandable to the client, patiently answering the defendant's questions and soliciting the assistance of outside expert professionals familiar with the mentally challenged.
- In an intake interview, it is discovered that a defendant is nearly illiterate, cannot read and is only able to write his own name. This officer is careful to take the necessary time and extra effort to ensure that the defendant understands the court-ordered conditions; involves a literate family member or friend to assist the defendant with written communications; supplements all written communications with direct verbal contacts to assure understanding.
- In an initial face-to-face interview immediately following a sentencing hearing, this officer completes the intake completely and gathers specific and detailed information beyond normal intake requirements that later contributes to the understanding and construction of the defendant's supervision plan.

1 2 3 4 5 6 7

Performance element numerical score 0

multiplied by the weighting factor 11 =

Total Element Score 0

Performance Element:

3

Supervision Planning - This performance element involves determining the offender's classification, contact standards and level of supervision; developing written supervision plans; constructing action steps and revising these as needed; establishing and maintaining contact with the offender's significant others.

Behavioral indicators that performance is in need of improvement

- When completing the risk/needs instruments, this officer does not review and consider all information and as a result information is learned later that makes the initial classification inaccurate.
- When dealing with a defendant who is uncooperative and resistant to supervision planning efforts, this officer has little contact with the offender and bases the supervision plan on information previously obtained; because of the defendant's attitude, this officer avoids the person as much as possible and does not work toward creating a positive relationship with the probationer; does not update the supervision plan.
- This officer completes assessments and supervision plans too late to meet mandated guidelines; supervision plans are generic and do not incorporate times, dates or locations to ensure that the plans are measurable, attainable and verifiable; because of this, probationers and the officer often argue over the level of compliance with the conditions of the court order; does not modify the supervision plan to reflect goal achievement and changing needs of the client; plans read the same throughout the duration of the case.

Behavioral indicators that performance meets departmental standards

- This officer completes the supervision plans before the mandatory deadline; writes plans that are complete, concise, verifiable, attainable and measurable; specifies time frames for action steps to be completed; revises supervision plans frequently and adapts them to the changing goals and needs of the defendant.
- In developing a supervision plan with an offender, this officer completes a supervision plan outlining the offender's goals; completes the plan within the required timelines and reviews the plan during each office visit.
- In order to accurately determine an offender's classification, this officer reviews all information gathered during the face-to-face interview with the offender; develops a working knowledge of the history through review of available reports and other information and accurately translates that knowledge to the classification instruments.
- This officer completes the risk/needs assessment immediately upon receipt of the verified information so that an accurate level of supervision is determined.

Behavioral indicators that performance is above departmental standards

- When dealing with a defendant who is uncooperative and resistant to supervision planning efforts, this officer creates a willingness to cooperate by fully explaining the situation the defendant faces and setting forth a list of options and their possible consequences; contacts significant others in the defendant's life and successfully enlists their assistance in motivating the defendant to cooperate with the plan.
- With input from the defendant and significant others, this officer mutually establishes a supervision plan based on a thorough analysis of the identified needs of the client with an emphasis on assisting the client through the period of probation in a positive, supportive manner; updates the plan frequently to reflect the defendant's progress.
- When a probationer has many serious problems including drug use, health problems, psychiatric or mental health problems and monetary problems, this officer takes additional time to assess each need area and prioritizes them according to the impact of each on the likelihood of repeat criminal behavior and urgency of remediation to the welfare and safety of the client; engages the client in the creation of a supervision plan to the extent the client is able to do so; customizes agency referrals to the specific needs and problems identified in the assessment and planning process.

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Performance element numerical score 0

multiplied by the weighting factor 22 =

22

Total Element Score 0

Performance Element: **Monitoring** - This performance element involves developing a rapport with offenders; monitoring offender compliance with court-ordered conditions and other supervision requirements through offender and collateral contacts.

4

Behavioral indicators that performance is in need of improvement

- When a defendant is sentenced to IPS, this officer makes the minimum number of contacts and makes few collateral contacts.
- When a probationer rarely makes restitution payments as directed and never accepts responsibility for providing proof to the probation department, this officer sets up a payment schedule for the defendant but doesn't request verification of payment and checks the balance due only in the last month of the probation term.
- When monitoring a defendant who is sporadic in reporting and who has moved several times and is therefore difficult to locate, this officer files for a violation without investigating the defendant's circumstances.
- When supervising clients from differing racial, cultural and ethnic backgrounds, this officer is insensitive to differences and as a result encounters conflict with offended clients.
- This supervising officer is unaware that a probationer sentenced to community work has not shown up a worksite for more than a month.

Behavioral indicators that performance meets departmental standards

- When a defendant is sentenced to IPS, this officer creates and maintains a positive and supportive relationship with the defendant; monitors the defendant by initiating contacts on a regular basis but at irregular intervals such that the defendant cannot discern a set schedule or pattern; makes collateral contacts to supplement direct contacts with the defendant and to broaden the scope of monitoring.
- This officer talks to the defendant to ensure that he/she is not having any problems; receives materials from the defendant to verify residence, employment, counseling, etc.; conducts home visits to see the defendant in his/her home environment to monitor compliance with the court-ordered conditions.
- When supervising clients from differing racial, cultural and ethnic backgrounds, this officer recognizes the differences and employs interviewing skills that are compatible with each client's racial and cultural characteristics.
- When monitoring a defendant who is sporadic in reporting and who has moved several times and is therefore difficult to locate, this officer conveys the need to comply with the orders of the court; calls collaterals to locate the defendant when he/she does not report as directed.

Behavioral indicators that performance is above departmental standards

- While monitoring a case in a face-to-face interview with a defendant, this officer draws out information that reveals the defendant's true level of compliance with the court-ordered conditions even though the client attempts to influence and persuade the officer to a more optimistic view than is actually true; when confronted with information and client claims that are suspicious, the officer contacts collateral sources that verify or refute the claims; confronts lack of progress and persistently works to motivate the defendant toward positive behavioral goals.
- When monitoring a defendant on probation supervision, a change in attitude is noted. The client no longer reports to the probation office or initiates contact in any way. This officer sends written notification advising the defendant that he/she is in violation of probation; also sends notification for appointment with the officer to discuss the matter; telephones the defendant's significant others to leave messages for the defendant to call the officer immediately; conducts an immediate home visit and leaves a written message; uses community contacts which the officer has developed and nurtured to successfully track down and talk with the defendant; persuades the defendant to comply with the orders of the court and thus avoids violation proceedings.

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Performance element numerical score						0
multiplied by the weighting factor						15
						=
Total Element Score						0

Performance Element:

5

Professional Enhancement - This performance element involves attending mandated and ancillary training; participating in training programs that enhance job performance and satisfaction.

Behavioral indicators that performance is in need of improvement

- This officer attends training but clearly does not implement the skills taught at the seminar and continues to commit the same mistakes which the training was intended to remedy.
- When faced with a number of probationers who are affiliated with gangs, this officer attends a workshop on gang issues but retains little information and does not use new skills to meet probationer's needs.
- When new training and procedural manuals are issued regarding probation officer performance requirements, this officer only scans the materials that relate to his specific responsibilities and as a result is later found in violation of procedures that were included elsewhere in the new manual.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer does not seek special training in the area of drug and substance abuse but attends unrelated training sessions to satisfy the yearly training requirement.
- This officer fails to attend an assigned training seminar without valid excuse and must be rescheduled to attend another session to meet required training hours.

Behavioral indicators that performance meets departmental standards

- This officer attends and actively participates in all mandated training and other training sessions selected by his supervisor which enhance the officer's job skills.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer attends required training and reads publications in the field of substance abuse.
- When representing the probation department at an inter-agency conference where information packets are passed out that have direct impact on probation needs and where a variety of seminars and training workshops are discussed and described, this officer attends with a genuine interest in the conference speakers and content; gathers pertinent information for his own case management.
- When required to attend AOIC sponsored training sessions, this officer attends and participates in the assigned training sessions.
- When new training and procedural manuals are issued regarding probation officer performance requirements, this officer reviews the entire manual but skirts over areas that do not apply directly to his position.

Behavioral indicators that performance is above departmental standards

- This officer attends as many training sessions as his caseload will allow; shows enthusiasm about the events; shares insights and skills gained with other personnel in the department; assures that his own caseload is kept current and accurate and does not suffer because of time spent in training; enrolls in local college courses that are directly related to the job.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer seeks out and attends training seminars that are specifically related to drug offender language, tools and habits and applies this knowledge and insight successfully in actual cases; subscribes to and studies recent publications to stay current with trends and new information in the field; pays close attention to media reports in the local area to get a feel for community trends; cultivates relationships and networks with local experts and practitioners in the drug abuse helping system in the community to gather their input.
- This officer actively seeks out, researches, attends and successfully completes seminars and training sessions which enhance his skills and job performance; after the sessions, provides a synopsis of the seminar content to other members of the department.

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Performance element numerical score 0

multiplied by the weighting factor 9 =

Total Element Score 0

Performance Element: **6** **Referral and Brokerage** - This performance element involves assessing and selecting community services that address the identified needs of the offender and the requirements of the court; maintaining contact with referral agencies to assess offender progress.

Behavioral indicators that performance is in need of improvement

- When a defendant states in an intake interview that he is upset about receiving public service work because he fears it will cause the loss of his job, this officer tells the probationer that he will then have to find his own worksite within 30 days or face violation of probation.
- When a defendant who has been on probation several times before is sentenced to a drug program, this officer places the probationer in the first program that has an opening, resulting in a referral to a treatment program that is not designed to deal with the probationer's special needs; as a result, the probationer relapses and resumes drug use.
- When a person who is physically handicapped is ordered to complete a drug treatment program, this officer disregards the special needs of the defendant and places him in the first available program vacancy.
- When selecting a substance abuse treatment for an offender, this officer disregards the defendant's background and history and places the defendant in a treatment program that does not address the client's problem.

Behavioral indicators that performance meets departmental standards

- This officer refers defendants to appropriate agencies and monitors the probationer's progress through letters and phone calls; accurately documents all contacts with these agencies and programs.
- When a person who is physically handicapped is ordered to complete a drug treatment program, this officer locates a facility that can accommodate the defendant's handicap as well as treatment needs.
- Upon receiving two different recommendations from two different counselors as to drug treatment referral, this officer discusses the options with the probationer and counselors; makes a referral based on the most accurate information.
- When a defendant who has failed while on probation several times before is sentenced to a drug program, this officer has an outside agency evaluate the defendant and makes a referral to a drug treatment program recommended by the evaluator.

Behavioral indicators that performance is above departmental standards

- When selecting a substance abuse treatment for an offender, this officer solicits the active participation of the client and his significant other in the assessment and selections of a treatment program in such a way that all concerned parties are invested in and feel "ownership" of the client's successful completion of the program.
- When faced with a probationer who is a sex offender and who also has a serious drug abuse problem along with a poor work record, this officer coordinates referrals for evaluation of sexual problems, drug abuse and employment so that each evaluator has a complete picture of the offender's unique set of problems and assures that all of the defendant's problems are addressed; acts as liaison for all service providers involved in the case so that there is no duplication of effort.
- When the court requests information about resources in the community for rehabilitation of an offender, this officer has a complete and thorough knowledge of community-based rehabilitative resources; can provide detailed information about criteria, costs and theoretical approach of each program/agency; has assessed the client's appropriateness and eligibility for community-based services prior to the court hearing by making exploratory preliminary contacts with the progress/agencies.

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 Performance element numerical score 0 multiplied by the weighting factor 15 = Total Element Score 0

Performance Element:

7

Situational Intervention - This performance element involves identifying and responding to problem situations that arise; assessing the situation, then selecting and implementing actions intended to resolve the problem and/or minimize any adverse impact.

Behavioral indicators that performance is in need of improvement

Behavioral indicators that performance meets departmental standards

Behavioral indicators that performance is above departmental standards

- This officer, lacking confidence and fearful that something he might say might escalate crisis situations, chooses not to take action and remains silent, thus making it necessary for other staff to deal with this officer's crisis situations.
- When a probationer expresses his intent to commit suicide, this officer immediately calls the supervisor to handle the situation; has a pattern of relying excessively on the supervisor to deal with even minimally difficult situations.
- When supervising a client who is agitated and uncooperative, this officer is aware of the client's resistance but may not be able to successfully facilitate the process such that the resistance is diminished.
- When an angry defendant starts shouting at the probation officer, this officer, believing that you must "fight fire with fire," engages in a shouting match with the defendant, thus escalating the situation to a dangerous level.
- A defendant's ex-wife calls to report that the probationer, her ex-husband, has violated an order of protection on several occasions. This officer notes the incident in the case file but takes no further action to resolve the problem; the case later comes to court and the officer is then reprimanded for not taking action.

- When an angry defendant starts shouting at the probation officer, this officer is able to defuse the anger and frustration while keeping the situation in control.
- When a family who believes that the finding of the court was based on prejudice becomes extremely upset, yelling and making accusations and treats, this officer reacts non-defensively and calmly to the situation, listens carefully to the family's complaints and demonstrates a genuine concern about the validity of the complaints.
- A female defendant reports that her husband physically assaulted her last night. She has obvious physical injuries that are consistent with physical assault. This officer helps her to clarify the options and succeeds in obtaining secure safe shelter until the matter is investigated and resolved.

- When conducting a curfew check, an IPS officer encounters a probationer who is hostile, angry and threatening violence against family members and the probation officer. This officer uses verbal and physical techniques to intervene and control the situation successfully and in full compliance with departmental policies.
- A defendant with a drug abuse problem has relapsed after six months of successful sobriety and adherence to probation rules and conditions. He becomes depressed and believes he is a total failure and is ready to give up. This officer uses a variety of helping skills to explore the defendant's emotions and enhances the defendant's self-esteem by emphasizing the positive aspects of the defendant's sobriety; is able to turn the situation into a productive goal-setting situation to reestablish the probationer's sobriety and return to treatment; notifies the treatment program of the situation to seek additional support for the client; increases contacts with the client to maintain close supervision until the defendant is again stabilized and sober.

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Performance element numerical score 0

multiplied by the weighting factor 5.3 =

Total Element Score 0

Performance Element:

8

Conducting Investigations and Preparing Reports - This performance element involves conducting face-to-face interviews, preparing correspondence and conducting collateral and victim impact investigations, obtaining criminal histories, verifying information and then composing, developing and filing narrative reports.

Behavioral indicators that performance is in need of improvement

- During a personal interview required for the completion of a PSI, this officer is able to acquire most of the information that is needed to complete the report.
- While conducting a PSI and suspecting that the defendant is being less than truthful and possibly misleading, this officer emphasizes the need for accuracy but because of time constraints sometimes does not verify suspect information.
- While conducting a PSI, this officer threatens the defendant with reprisals if any of the information given is found to be incorrect.
- To obtain criminal history information for the PSI which he is writing or preparing for the court, this officer obtains criminal history information from the offender but does not verify information received when it is inconsistent with data from other sources.
- When assigned to submit a report to determine if a defendant is eligible for intensive probation, this officer submits the report without fully completing the criminal history or verifying the information.

Behavioral indicators that performance meets departmental standards

- While conducting a PSI, this officer interviews the defendant to obtain all necessary information; verifies criminal and background information by contacting law enforcement agencies, pertinent social agencies, employers, educational facilities, etc.; obtains collateral information by way of interviewing significant others; compiles the information in a brief, understandable report within the time limits established for such reports.
- When assigned to submit a report to determine for the case attorneys whether the defendant is eligible for intensive probation, this officer immediately contacts the defendant to set up an interview, checks the criminal history (both adult and juvenile) for any previous PSI reports; contacts any spouses or significant others living with the defendant and files the report within the established time limits.
- While conducting a PSI, and suspecting that the defendant is being less than truthful, this officer immediately explains the purpose of the PSI and the importance of providing accurate information; explains what collateral contact can be made to verify information; following the interview, this officer verifies any suspect information.

Behavioral indicators that performance is above departmental standards

- When an out-of-state county requests a home study of a minor's father who resides in county, this officer immediately prepares a letter in order to establish contact with the prospective placement; interviews the father and performs the background check and reports all findings to the requesting state officer; verifies that all information is accurate and informative and includes any personal observations; maintains confidentiality and discretion throughout the process; offers to assist the out-of-state officer with any information that may be required.
- When interviewing a minor who was a victim of sexual assault, this officer employs interviewing and helping skills which enable him to obtain a victim impact statement in a manner which avoids adverse impact associated with any aspect of the interview.
- During a PSI, this officer collects accurate and complete information; checks the accuracy of the information with family members, former employers and others; makes contact with victims to ensure that every effort is being made to assist them; conducts complete and comprehensive criminal history checks; completes all reports under time limits and prepares other supplemental correspondence.

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Performance element numerical score 0

16

Total Element Score 0

multiplied by the weighting factor =

Performance Element:

9

Case Documentation and File Maintenance - This performance element involves documenting case information and activities, including information obtained from offenders, collateral contacts and outside agencies; recording offender compliance with court-ordered conditions and other supervision requirements; insuring that case files accurately and completely reflect case activities.

Behavioral indicators that performance is in need of improvement

- During a client interview, this officer notes the contact but does not elaborate on the status of the case or make written notes on any additional information that was discussed during the visit.
- This officer's file material is placed loose in the file and is not held with any type of fasteners; file materials are out of order and not placed on the appropriate side of the file; files are difficult to locate when needed.
- This officer documents only the most important contacts or face-to-face visits; files are unstructured and difficult to decipher; case files are not accurate representations of the case.
- This officer's chronological notes are not kept up-to-date and are difficult to read, making it very difficult to determine the probationer's status regarding the plan of supervision and probation goals.
- When a defendant reports a week late and without requested paperwork and claims that he did not know he was supposed to do anything, this officer lacks sufficient case notes to determine what was told to the defendant at the last appointment and what was expected at the next appointment; there is no documentation of lack of compliance.

Behavioral indicators that performance meets departmental standards

- Throughout the duration of a case, this officer maintains a case file which documents all contacts with the defendant as well as collateral contacts; case notes or other documentation are completed at the time of contact or shortly thereafter; documentation includes elements of supervision planning as well as compliance thereto; the case file is maintained in a neat and uniform manner.
- This officer keeps case file entries up-to-date; entries directly relate to defender's progress in probation, highlights items that are completed or are behind schedule.
- This officer's chronological notes are kept up-to-date, but sometimes the probationer's status regarding the order of probation and plan of supervision is not readily discernible.
- During a client interview, this officer notes all relevant information pertaining to the contact and does so within the prescribed time frames; information is written in such a way that other court personnel can easily understand the case documentation.

Behavioral indicators that performance is above departmental standards

- Throughout the duration of a case, this officer documents case information to include every telephone call, letter and collateral contact in a complete and concise manner; files are very well organized and reflect with detailed accuracy the status and activities of the case.
- During a client interview, this officer immediately notes all information pertaining to the visit, including the date, type of contact, information pertaining to the status of court rules, information pertaining to the status of the supervision plan goals and any additional information discussed during the visit; the case notes are written so that other probation officers can immediately understand the status of the case.
- For the duration of a case, this office's case documents are understandable and the content flows smoothly; documentation is verified and in chronological order of the date received; file material is placed on the appropriate side of the file; all files are accessible to any officer in the department who needs the file without having to search for it.

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Performance element numerical score

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multiplied by the weighting factor

17

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Total Element Score

0

Performance Element:

10

Courtroom Duties- This performance element involves preparing for and appearing in court as directed; possessing and articulating knowledge and understanding of the case; testifying as required.

Behavioral indicators that performance is in need of improvement

- When called to testify in a violation proceeding, this officer is not able to answer a number of questions put to him and must resort to reading case notes; is inarticulate and stumbling in speech and hesitant in his testimony.
- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer appears for the hearing but has not prepared to testify; when called to testify, this officer cannot answer questions put to him by the court.
- When summoned to testify on a petition to revoke probation of an offender who continues to use drugs, this officer is unable to provide testimony sufficient to support the allegations in the petition.

Behavioral indicators that performance meets departmental standards

- When called to testify in a violation proceeding, this officer is prepared and informed about the case and the defendant, but may not be able to answer all questions without qualifiers.
- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer reviews the entire content of the case file and appears in court ready to testify.
- When a defendant's probation is being revoked on technical violations, this officer is aware of the facts in the case and can testify fluently with the help of case notes; has documentation of verification of data.
- When called to testify without notice on a petition to revoke probation, this officer has some knowledge of the case and can testify to the basic facts of the case but may need to refer to the case file for details of the case.

Behavioral indicators that performance is above departmental standards

- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer has reviewed the entire case file in detail and is completely familiar with the status of all court-ordered conditions of probation, the offender's personal and family background and present condition and status.
- When a defendant's probation is being revoked on technical violations, this officer has such complete knowledge of the case that he can accurately state the dates of factual information without looking at notes; knows details of every aspect of the case; testifies confidently and smoothly when on the witness stand.
- When summoned to testify on a petition to revoke probation of an offender who continues to use drugs, this officer obtains admissions of use forms properly signed and documentation that proper confirmation tests were performed on time; discusses the consequences with the defendant and notes this discussion in the field case notes; has an accurate list of dates of use; exhibits an expert knowledge of substance and drug abuse and testifies in clear and accurate statements resulting in a revocation of the defendant's probation.

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Performance element numerical score 0

multiplied by the weighting factor 11

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Total Element Score 0

Performance Element: **11** Conducting Staffings and Case Conferences - This element involves participating in case consultations with staff and/or other agencies to identify issues and propose resolutions.

Behavioral indicators that performance is in need of improvement

- During a department staff meeting to discuss workload problems and possible resolutions, this officer sits back and perhaps listens to others discuss problems and solutions, but offers no insight into the problems or resolutions possibilities.
- When the probation officer and the guardian (DCFS) have a difference of opinion regarding a case disposition, this officer does not accept any additional information available; stands on his position stubbornly without concern for the minor's best interest.
- During a staff meeting with a local mental health facility convened to discuss the defendant's progress in counseling, this officer reports to the meeting but is not familiar with the case; is unable to offer any suggestions or proposals to any of the identified problems.
- This officer may not attend educational staffing even though his input has been specifically requested by school personnel or other interested parties; or attends educational staffings but has little knowledge of the client's educational or social background; is unable to contribute any useful input with respect to the development of an individualized education plan.

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Behavioral indicators that performance meets departmental standards

- As a participant of a staffing with a local mental health facility convened to discuss the defendant's progress in counseling, this officer after having familiarized himself with the case attends the staff meeting and listens to other's comments regarding the case; offers viable suggestions or resolutions to any problems identified; this officer's recommendations are often adopted by mental health professionals.
- During a department staff meeting to discuss caseload problems and possible resolutions, this officer listens to others discuss the problem and suggests possible solutions; makes occasional pertinent comments and suggestions.
- While conducting staffings and case conferences, this officer can adeptly identify and prioritize problem areas; provides appropriate referrals to meet needs of clients; gives and receives constructive criticism.

Behavioral indicators that performance is above departmental standards

- When the probation officer and the guardian (DCFS) have a difference of opinion regarding a case disposition, this officer calls a conference which includes the parents, DCFS and other interested parties to brainstorm the best interest of the minor, taking into account current behaviors exhibited; consults with the CMO for help in formulating a recommendation if a consensus is not reached; takes all information accumulated and prepares an informed recommendation with the minor's best interest in mind, even if unpopular with the others involved.
- While attending educational staffings for clients, this officer possesses a thorough knowledge of the client's educational and social background, is knowledgeable about available educational programs and alternatives; can provide information which is vital to and directly impacts the development of the client's individualized educational plan.
- While conducting staffings and case conferences, this officer demonstrates an unusual ability to accurately identify problems; is always ready with sound suggestions for resolving any identified problems; gives and receives constructive criticism and feedback without undue bias or defensiveness; other officers respect and seek this officer's advice in staffings.

Performance element numerical score 0

multiplied by the weighting factor 5.3 =

Total Element Score 0

Performance Element:

Statistics - This performance element involves gathering data for and preparing monthly statistical reports.

12

Behavioral indicators that performance is in need of improvement

- While preparing monthly statistical reports, this officer is unorganized and must work frantically up until the last minute to compile the information.
- This officer turns in monthly reports and waits to see if there are any questions from the supervisor before researching answers; does not verify accuracy of information until required to do so.
- This officer submits monthly statistical reports which contain errors; data does not accurately reflect case activity; reports are not submitted within the established deadlines.
- When the supervisor requests that the probation officer provide statistics which were misplaced for a period earlier in the year, this officer is unable to retrieve the information because it has been misplaced or lost due to disorganization; complains that such old information is unimportant.

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Behavioral indicators that performance meets departmental standards

- While gathering data and preparing monthly statistical reports, this officer gathers and organizes data in such a way that the information can be analyzed and utilized by his supervisor in the officer's absence; collates that data into accurate statistical reports which are submitted in accordance with departmental requirements.
- This officer maintains monthly statistics in a neat and correct manner; provides information to the supervisor within the specified time frame; maintains his filing system in a way which facilitates completion of the statistics.
- While gathering data and preparing monthly statistical reports, this officer has set cases where status is not up-to-date off to the side and is able to catch those cases up at the end of the month in time to meet deadlines.
- When the supervisor requests statistics which were misplaced for a period earlier in the year, this officer provides the requested information but requires some time to search the records.

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Behavioral indicators that performance is above departmental standards

- This officer has devised a unique statistics data collection system that facilitates completion of the monthly statistical reports well ahead of the required time limits and due dates; statistics are almost always accurate in every detail.
- This officer files all reports with the supervisor, the county board, judges and the state well ahead of the required deadlines; is able to verify all information on the report and can readily compile special reports such as recidivism rates and victim impact reports.
- In gathering data and preparing monthly statistical reports, this officer accurately enters all required data well before due dates; information is legible and has clear, concise notes which anticipate and verify or explain any questions the supervisor may have; has complete knowledge of the monthly report so as to be able without assistance to place any questionable statistics in the proper category; has the ability to explain those placements.
- When the supervisor requests that a probation officer provide statistics which were misplaced for a period earlier in the year, this officer can immediately refer to copies of the statistical reports kept for his own reference; is able to retrieve and deliver the information almost immediately.

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Performance element numerical score 0

multiplied by the weighting factor 5.3 =

Total Element Score 0

**SIXTH JUDICIAL CIRCUIT
High Risk Officer Performance Appraisal**

Scoring

Position: Adult Investigative Officer
 Employee Name: _____
 Evaluation Period _____
 Scored by: _____

Performance Elements

	<u>Numerical Score</u>	X	<u>Element Weight</u>	=	<u>Total Score</u>
1.	_____	X	<u>11</u>	=	<u>0</u>
2.	_____	X	<u>15.7</u>	=	<u>0</u>
3.	_____	X	<u>0</u>	=	<u>0</u>
4.	_____	X	<u>0</u>	=	<u>0</u>
5.	_____	X	<u>9</u>	=	<u>0</u>
6.	_____	X	<u>6</u>	=	<u>0</u>
7.	_____	X	<u>5.3</u>	=	<u>0</u>
8.	_____	X	<u>61</u>	=	<u>0</u>
9.	_____	X	<u>20.3</u>	=	<u>0</u>
10.	_____	X	<u>4</u>	=	<u>0</u>
11.	_____	X	<u>5.3</u>	=	<u>0</u>
12.	_____	X	<u>5.3</u>	=	<u>0</u>
				TOTAL	0

Numerical Average 0

Overall Rating 0

SIXTH JUDICIAL CIRCUIT
Adult Probation Officer Performance Appraisal

Position: Adult Investigative Officer

Employee Name: Name

Evaluation Period:

Additional Evaluator Comments:

Employee Comments:
(Use back of form if necessary)

Employee Signature

Date

(Signature does not necessarily mean agreement with rating; it does however, signify review of instrument and the opportunity to discuss any questions regarding rating.)

Evaluator Signature

Date

Assistant Director of Court Services

Date

Director of Court Services

Date

**Performance Appraisal Form
For the position of**

Name

Intake Probation Officer

In the Sixth Judicial Circuit

2016

Performance Element:

1

Teamwork - This performance element involves establishing and maintaining effective and positive working relationships; providing support to other department personnel by responding to requests for information and assistance; performing special assignments and projects outside regular responsibilities.

Behavioral indicators that performance is in need of improvement

- When asked by the Chief to participate in a group working on a special project, this officer participates but offers little information of benefit to the group project.
- When acting as a liaison between the probation department and the police department, this officer receives requests from other officers in the department but arbitrarily decides what information is needed or important; returns the information to the police department but frequently makes last minute requests that indicate a lack of planning; after returning to the office, does not return requested information immediately to the other officers.
- When one officer is called away and it becomes necessary for this officer to interview one of their probationers, this officer does not read the last chronological entries; does not note verifications supplied by the probationer; merely gives the probationer a date to return.
- When a new officer is confronted with a crisis situation that he has not handled previously and seems confused, this officer offers no assistance to the new worker because he is too busy with his own caseload; tells the worker to do the best he can.

Behavioral indicators that performance meets departmental standards

- When a new officer is confronted with a crisis situation that he has not handled previously and seems confused, this officer is willing to discuss the situation with the new worker and offer suggestions but does not get involved or actively participate in the crisis resolution.
- When one officer is called away and it becomes necessary to interview a probationer in his absence, this officer briefly scans the record to determine what the probationer is to verify, notes it and give the probationer a date and reminds the offender of verifications required for the next office visit.
- When acting as liaison between the probation department and the police department, this officer receives information from other officers and compiles a list; delivers the list to others; occasionally requests reports and rap sheets at the last minute.
- When requested by the public service coordinator to assist in supervising clients who are performing public service work, this officer responds to the PSW coordinator's request for assistance by revising his schedule so as to make himself available for supervision of PSW clients, but only during normal business hours.

Behavioral indicators that performance is above departmental standards

- On a day when the probation office is short-staffed and there are numerous office visits and court hearings, this officer is willing to take on tasks in addition to their normal routine; assumes leadership in coping with the increased workload by communicating with each staff member available to coordinate the day's task; is able to anticipate potential problems and avert them so that no major disruptions occur despite the increased workload; is willing to help others no matter how busy the officer may be, even to the point of staying past the end of work hours to assure that all tasks are completed.
- When a defendant's probation is being revoked and the supervising officer realizes that an officer in the investigation unit must write a PSI, this officer proactively avoids duplication of effort by immediately contacting the investigating officer and sharing documentation that the supervising officer had only recently verified; provides an accurate typewritten summary assessment of the defendant's adjustment while on probation which results in a better quality PSI.
- When requested by the Public Service Coordinator to assist in supervising clients who are performing public service work, this officer not only rearranges his schedule, but makes himself available to supervise PSW at times and days outside regular business hours.

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Performance element numerical score 0

multiplied by the weighting factor 11 =

Total Element Score 0

Performance Element:

2

Intake - This performance element involves conducting and documenting initial face-to-face interviews with offenders; reviewing with the offenders the court-ordered conditions of their probation; collecting and verifying oral and written information from offenders and various collateral contacts.

Behavioral indicators that performance is in need of improvement

- In order to assess a probationer's understanding of court-ordered conditions and court rules, this officer verbally reads and explains each rule but may not always take into consideration the probationer's ability to comprehend.
- When conducting an initial face-to-face interview with a defendant, this officer completes the necessary information in the intake process but may not meet the required time limits.
- In an intake interview, this officer reads the rules in a matter-of-fact way and hurries the defendant out the door without regard for his understanding or comprehension of the rules.
- In an initial face-to-face interview immediately following a sentencing hearing, this officer records inaccurate information and important data may be missing.

Behavioral indicators that performance meets departmental standards

- When a defendant is directed by the court to report to the probation department, this officer reviews the court-ordered conditions with the defendant, explaining all conditions and answering all questions; provides the defendant with a copy of the court order, completes the intake procedure, obtaining and verifying the defendant's personal information; contacts collaterals to verify defendant-supplied information and to collect additional information.
- When a defendant who reports directly from court angrily states that he disagrees with the sentence and the conditions of the court's order, this officer advises the defendant respectfully of the offender's legal right to appeal through his attorney; clarifies and thoroughly explains the rules and conditions so that the defendant can accurately advise the attorney of the specific conditions the defendant would like to appeal; informs the offender of the assigned reporting level; explains and completes the social history background form; obtains signed releases from the defendant and briefly explains the general process and time frames required for an appeal.

Behavioral indicators that performance is above departmental standards

- When reviewing court-ordered conditions at intake with a mentally challenged defendant, this officer takes steps to ensure that the defendant has a thorough understanding of the conditions of probation by using language understandable to the client, patiently answering the defendant's questions and soliciting the assistance of outside expert professionals familiar with the mentally challenged.
- In an intake interview, it is discovered that a defendant is nearly illiterate, cannot read and is only able to write his own name. This officer is careful to take the necessary time and extra effort to ensure that the defendant understands the court-ordered conditions; involves a literate family member or friend to assist the defendant with written communications; supplements all written communications with direct verbal contacts to assure understanding.
- In an initial face-to-face interview immediately following a sentencing hearing, this officer completes the intake completely and gathers specific and detailed information beyond normal intake requirements that later contributes to the understanding and construction of the defendant's supervision plan.

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Performance element numerical score 0

multiplied by the weighting factor

71.7

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Total Element Score

0

Performance Element:

5

Professional Enhancement - This performance element involves attending mandated and ancillary training; participating in training programs that enhance job performance and satisfaction.

Behavioral indicators that performance is in need of improvement

- This officer attends training but clearly does not implement the skills taught at the seminar and continues to commit the same mistakes which the training was intended to remedy.
- When faced with a number of probationers who are affiliated with gangs, this officer attends a workshop on gang issues but retains little information and does not use new skills to meet probationer's needs.
- When new training and procedural manuals are issued regarding probation officer performance requirements, this officer only scans the materials that relate to his specific responsibilities and as a result is later found in violation of procedures that were included elsewhere in the new manual.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer does not seek special training in the area of drug and substance abuse but attends unrelated training sessions to satisfy the yearly training requirement.
- This officer fails to attend an assigned training seminar without valid excuse and must be rescheduled to attend another session to meet required training hours.

Behavioral indicators that performance meets departmental standards

- This officer attends and actively participates in all mandated training and other training sessions selected by his supervisor which enhance the officer's job skills.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer attends required training and reads publications in the field of substance abuse.
- When representing the probation department at an inter-agency conference where information packets are passed out that have direct impact on probation needs and where a variety of seminars and training workshops are discussed and described, this officer attends with a genuine interest in the conference speakers and content; gathers pertinent information for his own case management.
- When required to attend AOIC sponsored training sessions, this officer attends and participates in the assigned training sessions.
- When new training and procedural manuals are issued regarding probation officer performance requirements, this officer reviews the entire manual but skims over areas that do not apply directly to his position.

Behavioral indicators that performance is above departmental standards

- This officer attends as many training sessions as his caseload will allow; shows enthusiasm about the events; shares insights and skills gained with other personnel in the department; assures that his own caseload is kept current and accurate and does not suffer because of time spent in training; enrolls in local college courses that are directly related to the job.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer seeks out and attends training seminars that are specifically related to drug offender language, tools and habits and applies this knowledge and insight successfully in actual cases; subscribes to and studies recent publications to stay current with trends and new information in the field; pays close attention to media reports in the local area to get a feel for community trends; cultivates relationships and networks with local experts and practitioners in the drug abuse helping system in the community to gather their input.
- This officer actively seeks out, researches, attends and successfully completes seminars and training sessions which enhance his skills and job performance; after the sessions, provides a synopsis of the seminar content to other members of the department.

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Performance element numerical score 0

multiplied by the weighting factor 9

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Total Element Score 0

Performance Element:

6

Referral and Brokerage - This performance element involves assessing and selecting community services that address the identified needs of the offender and the requirements of the court; maintaining contact with referral agencies to assess offender progress.

Behavioral indicators that performance is in need of improvement

- When a defendant states in an intake interview that he is upset about receiving public service work because he fears it will cause the loss of his job, this officer tells the probationer that he will then have to find his own worksite within 30 days or face violation of probation.
- When a defendant who has been on probation several times before is sentenced to a drug program, this officer places the probationer in the first program that has an opening, resulting in a referral to a treatment program that is not designed to deal with the probationer's special needs; as a result, the probationer relapses and resumes drug use.
- When a person who is physically handicapped is ordered to complete a drug treatment program, this officer disregards the special needs of the defendant and places him in the first available program vacancy.
- When selecting a substance abuse treatment for an offender, this officer disregards the defendant's background and history and places the defendant in a treatment program that does not address the client's problem.

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Performance element numerical score 0

Behavioral indicators that performance meets departmental standards

- This officer refers defendants to appropriate agencies and monitors the probationer's progress through letters and phone calls; accurately documents all contacts with these agencies and programs.
- When a person who is physically handicapped is ordered to complete a drug treatment program, this officer locates a facility that can accommodate the defendant's handicap as well as treatment needs.
- Upon receiving two different recommendations from two different counselors as to drug treatment referral, this officer discusses the options with the probationer and counselors; makes a referral based on the most accurate information.
- When a defendant who has failed while on probation several times before is sentenced to a drug program, this officer has an outside agency evaluate the defendant and makes a referral to a drug treatment program recommended by the evaluator.

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multiplied by the weighting factor 6 =

Behavioral indicators that performance is above departmental standards

- When selecting a substance abuse treatment for an offender, this officer solicits the active participation of the client and his significant other in the assessment and selections of a treatment program in such a way that all concerned parties are invested in and feel "ownership" of the client's successful completion of the program.
- When faced with a probationer who is a sex offender and who also has a serious drug abuse problem along with a poor work record, this officer coordinates referrals for evaluation of sexual problems, drug abuse and employment so that each evaluator has a complete picture of the offender's unique set of problems and assures that all of the defendant's problems are addressed; acts as liaison for all service providers involved in the case so that there is no duplication of effort.
- When the court requests information about resources in the community for rehabilitation of an offender, this officer has a complete and thorough knowledge of community-based rehabilitative resources; can provide detailed information about criteria, costs and theoretical approach of each program/agency; has assessed the client's appropriateness and eligibility for community-based services prior to the court hearing by making exploratory preliminary contacts with the progress/agencies.

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Total Element Score 0

Performance Element:

7

Situational Intervention - This performance element involves identifying and responding to problem situations that arise; assessing the situation, then selecting and implementing actions intended to resolve the problem and/or minimize any adverse impact.

Behavioral indicators that performance is in need of improvement

Behavioral indicators that performance meets departmental standards

Behavioral indicators that performance is above departmental standards

This officer, lacking confidence and fearful that something he might say might escalate crisis situations, chooses not to take action and remains silent, thus making it necessary for other staff to deal with this officer's crisis situations.

When a probationer expresses his intent to commit suicide, this officer immediately calls the supervisor to handle the situation; has a pattern of relying excessively on the supervisor to deal with even minimally difficult situations.

When supervising a client who is agitated and uncooperative, this officer is aware of the client's resistance but may not be able to successfully facilitate the process such that the resistance is diminished.

When an angry defendant starts shouting at the probation officer, this officer, believing that you must "fight fire with fire," engages in a shouting match with the defendant, thus escalating the situation to a dangerous level.

A defendant's ex-wife calls to report that the probationer, her ex-husband, has violated an order of protection on several occasions. This officer notes the incident in the case file but takes no further action to resolve the problem; the case later comes to court and the officer is then reprimanded for not taking action.

When an angry defendant starts shouting at the probation officer, this officer is able to defuse the anger and frustration while keeping the situation in control.

When a family who believes that the finding of the court was based on prejudice becomes extremely upset, yelling and making accusations and treats, this officer reacts non-defensively and calmly to the situation, listens carefully to the family's complaints and demonstrates a genuine concern about the validity of the complaints.

A female defendant reports that her husband physically assaulted her last night. She has obvious physical injuries that are consistent with physical assault. This officer helps her to clarify the options and succeeds in obtaining secure safe shelter until the matter is investigated and resolved.

When conducting a curfew check, an IPS officer encounters a probationer who is hostile, angry and threatening violence against family members and the probation officer. This officer uses verbal and physical techniques to intervene and control the situation successfully and in full compliance with departmental policies.

A defendant with a drug abuse problem has relapsed after six months of successful sobriety and adherence to probation rules and conditions. He becomes depressed and believes he is a total failure and is ready to give up. This officer uses a variety of helping skills to explore the defendant's emotions and enhances the defendant's self-esteem by emphasizing the positive aspects of the defendant's sobriety; is able to turn the situation into a productive goal-setting situation to reestablish the probationer's sobriety and return to treatment; notifies the treatment program of the situation to seek additional support for the client; increases contacts with the client to maintain close supervision until the defendant is again stabilized and sober.

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Performance element numerical score 0

multiplied by the weighting factor 5.3 =

Total Element Score 0

Performance Element:

9

Case Documentation and File Maintenance - This performance element involves documenting case information and activities, including information obtained from offenders, collateral contacts and outside agencies; recording offender compliance with court-ordered conditions and other supervision requirements; insuring that case files accurately and completely reflect case activities.

Behavioral indicators that performance is in need of improvement

- During a client interview, this officer notes the contact but does not elaborate on the status of the case or make written notes on any additional information that was discussed during the visit.
- This officer's file material is placed loose in the file and is not held with any type of fasteners; file materials are out of order and not placed on the appropriate side of the file; files are difficult to locate when needed.
- This officer documents only the most important contacts or face-to-face visits; files are unstructured and difficult to decipher; case files are not accurate representations of the case.
- This officer's chronological notes are not kept up-to-date and are difficult to read, making it very difficult to determine the probationer's status regarding the plan of supervision and probation goals.
- When a defendant reports a week late and without requested paperwork and claims that he did not know he was supposed to do anything, this officer lacks sufficient case notes to determine what was told to the defendant at the last appointment and what was expected at the next appointment; there is no documentation of lack of compliance.

Behavioral indicators that performance meets departmental standards

- Throughout the duration of a case, this officer maintains a case file which documents all contacts with the defendant as well as collateral contacts; case notes or other documentation are completed at the time of contact or shortly thereafter;
- documentation includes elements of supervision planning as well as compliance thereto; the case file is maintained in a neat and uniform manner.
- This officer keeps case file entries up-to-date; entries directly relate to defender's progress in probation, highlights items that are completed or are behind schedule.
- This officer's chronological notes are kept up-to-date, but sometimes the probationer's status regarding the order of probation and plan of supervision is not readily discernible.
- During a client interview, this officer notes all relevant information pertaining to the contact and does so within the prescribed time frames; information is written in such a way that other court personnel can easily understand the case documentation.

Behavioral indicators that performance is above departmental standards

- Throughout the duration of a case, this officer documents case information to include every telephone call, letter and collateral contact in a complete and concise manner; files are very well organized and reflect with detailed accuracy the status and activities of the case.
- During a client interview, this officer immediately notes all information pertaining to the visit, including the date, type of contact, information pertaining to the status of court rules, information pertaining to the status of the supervision plan goals and any additional information discussed during the visit; the case notes are written so that other probation officers can immediately understand the status of the case.
- For the duration of a case, this office's case documents are understandable and the content flows smoothly; documentation is verified and in chronological order of the date received; file material is placed on the appropriate side of the file; all files are accessible to any officer in the department who needs the file without having to search for it.

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Performance element numerical score

0

multiplying by the weighting factor

25.3

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Total Element Score

0

Performance Element:

10

Courtroom Duties- This performance element involves preparing for and appearing in court as directed; possessing and articulating knowledge and understanding of the case; testifying as required.

Behavioral indicators that performance is in need of improvement

- When called to testify in a violation proceeding, this officer is not able to answer a number of questions put to him and must resort to reading case notes; is inarticulate and stumbling in speech and hesitant in his testimony.
- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer appears for the hearing but has not prepared to testify; when called to testify, this officer cannot answer questions put to him by the court.
- When summoned to testify on a petition to revoke probation of an offender who continues to use drugs, this officer is unable to provide testimony sufficient to support the allegations in the petition.

Behavioral indicators that performance meets departmental standards

- When called to testify in a violation proceeding, this officer is prepared and informed about the case and the defendant, but may not be able to answer all questions without qualifiers.
- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer reviews the entire content of the case file and appears in court ready to testify.
- When a defendant's probation is being revoked on technical violations, this officer is aware of the facts in the case and can testify fluently with the help of case notes; has documentation of verification of data.
- When called to testify without notice on a petition to revoke probation, this officer has some knowledge of the case and can testify to the basic facts of the case but may need to refer to the case file for details of the case.

Behavioral indicators that performance is above departmental standards

- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer has reviewed the entire case file in detail and is completely familiar with the status of all court-ordered conditions of probation, the offender's personal and family background and present condition and status.
- When a defendant's probation is being revoked on technical violations, this officer has such complete knowledge of the case that he can accurately state the dates of factual information without looking at notes; knows details of every aspect of the case; testifies confidently and smoothly when on the witness stand.
- When summoned to testify on a petition to revoke probation of an offender who continues to use drugs, this officer obtains admissions of use forms properly signed and documented that proper confirmation tests were performed on time; discusses the consequences with the defendant and notes this discussion in the field case notes; has an accurate list of dates of use; exhibits an expert knowledge of substance and drug abuse and testifies in clear and accurate statements resulting in a revocation of the defendant's probation.

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Performance element numerical score 0

multiplied by the weighting factor 4

= 4

Total Element Score 0

Performance Element:

11

Conducting Staffings and Case Conferences - This element involves participating in case consultations with staff and/or other agencies to identify issues and propose resolutions.

Behavioral indicators that performance is in need of improvement

- During a department staff meeting to discuss workload problems and possible resolutions, this officer sits back and perhaps listens to others discuss problems and solutions, but offers no insight into the problems or resolutions possibilities.
- When the probation officer and the guardian (DCFS) have a difference of opinion regarding a case disposition, this officer does not accept any additional information available; stands on his position stubbornly without concern for the minor's best interest.
- During a staff meeting with a local mental health facility convened to discuss the defendant's progress in counseling, this officer reports to the meeting but is not familiar with the case; is unable to offer any suggestions or proposals to any of the identified problems.
- This officer may not attend educational staffing even though his input has been specifically requested by school personnel or other interested parties; or attends educational staffings but has little knowledge of the client's educational or social background; is unable to contribute any useful input with respect to the development of an individualized education plan.

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Behavioral indicators that performance meets departmental standards

- As a participant of a staffing with a local mental health facility convened to discuss the defendant's progress in counseling, this officer after having familiarized himself with the case attends the staff meeting and listens to other's comments regarding the case; offers viable suggestions or resolutions to any problems identified; this officer's recommendations are often adopted by mental health professionals.
- During a department staff meeting to discuss caseload problems and possible resolutions, this officer listens to others discuss the problem and suggests possible solutions; makes occasional pertinent comments and suggestions.
- While conducting staffings and case conferences, this officer can adeptly identify and prioritize problem areas; provides appropriate referrals to meet needs of clients; gives and receives constructive criticism.

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Behavioral indicators that performance is above departmental standards

- When the probation officer and the guardian (DCFS) have a difference of opinion regarding a case disposition, this officer calls a conference which includes the parents, DCFS and other interested parties to brainstorm the best interest of the minor, taking into account current behaviors exhibited; consults with the CMO for help in formulating a recommendation if a consensus is not reached; takes all information accumulated and prepares an informed recommendation with the minor's best interest in mind, even if unpopular with the others involved.
- While attending educational staffings for clients, this officer possesses a thorough knowledge of the client's educational and social background, is knowledgeable about available educational programs and alternatives; can provide information which is vital to and directly impacts the development of the client's individualized educational plan.
- While conducting staffings and case conferences, this officer demonstrates an unusual ability to accurately identify problems; is always ready with sound suggestions for resolving any identified problems; gives and receives constructive criticism and feedback without undue bias or defensiveness; other officers respect and seek this officer's advice in staffings.

6

7

Performance element numerical score 0

multiplied by the weighting factor 5.3 =

5.3 =

Total Element Score 0

Performance Element:

12

Statistics - This performance element involves gathering data for and preparing monthly statistical reports.

Behavioral indicators that performance is in need of improvement

- While preparing monthly statistical reports, this officer is unorganized and must work frantically up until the last minute to compile the information.
- This officer turns in monthly reports and waits to see if there are any questions from the supervisor before researching answers; does not verify accuracy of information until required to do so.
- This officer submits monthly statistical reports which contain errors; data does not accurately reflect case activity; reports are not submitted within the established deadlines.
- When the supervisor requests that the probation officer provide statistics which were misplaced for a period earlier in the year, this officer is unable to retrieve the information because it has been misplaced or lost due to disorganization; complains that such old information is unimportant.

1

2

Behavioral indicators that performance meets departmental standards

- While gathering data and preparing monthly statistical reports, this officer gathers and organizes data in such a way that the information can be analyzed and utilized by his supervisor in the officer's absence; collates that data into accurate statistical reports which are submitted in accordance with departmental requirements.
- This officer maintains monthly statistics in a neat and correct manner, provides information to the supervisor within the specified time frame; maintains his filing system in a way which facilitates completion of the statistics.
- While gathering data and preparing monthly statistical reports, this officer has set cases where status is not up-to-date off to the side and is able to catch those cases up at the end of the month in time to meet deadlines.
- When the supervisor requests statistics which were misplaced for a period earlier in the year, this officer provides the requested information but requires some time to search the records.

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Behavioral indicators that performance is above departmental standards

- This officer has devised a unique statistics data collection system that facilitates completion of the monthly statistical reports well ahead of the required time limits and due dates; statistics are almost always accurate in every detail.
- This officer files all reports with the supervisor, the county board, judges and the state well ahead of the required deadlines; is able to verify all information on the report and can readily compile special reports such as recidivism rates and victim impact reports.
- In gathering data and preparing monthly statistical reports, this officer accurately enters all required data well before due dates; information is legible and has clear, concise notes which anticipate and verify or explain any questions the supervisor may have; has complete knowledge of the monthly report so as to be able without assistance to place any questionable statistics in the proper category; has the ability to explain those placements.
- When the supervisor requests that a probation officer provide statistics which were misplaced for a period earlier in the year, this officer can immediately refer to copies of the statistical reports kept for his own reference; is able to retrieve and deliver the information almost immediately.

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7

Performance element numerical score 0

multiplied by the weighting factor 5.3 =

Total Element Score 0

SIXTH JUDICIAL CIRCUIT
Domestic Violence Officer Performance Appraisal

Scoring

Position: Intake Probation Officer

Employee Name: Name

Evaluation Period

Scored by:

Performance Elements

<u>Numerical Score</u>	<u>X</u>	<u>Element Weight</u>	<u>=</u>	<u>Total Score</u>
1. <u></u>	X	<u>11</u>	=	<u>0</u>
2. <u></u>	X	<u>71.7</u>	=	<u>0</u>
5. <u></u>	X	<u>9</u>	=	<u>0</u>
6. <u></u>	X	<u>6</u>	=	<u>0</u>
7. <u></u>	X	<u>5.3</u>	=	<u>0</u>
9. <u></u>	X	<u>25.3</u>	=	<u>0</u>
10. <u></u>	X	<u>4</u>	=	<u>0</u>
11. <u></u>	X	<u>5.3</u>	=	<u>0</u>
12. <u></u>	X	<u>5.3</u>	=	<u>0</u>
		TOTAL		0
Numerical Average <u>0</u>				
		Overall Rating <u>0</u>		

**SIXTH JUDICIAL CIRCUIT
Adult Probation Officer Performance Appraisal**

Position: Intake Probation Officer

Employee Name: Name

Evaluation Period:

Additional Evaluator Comments:

Employee Comments:
(Use back of form if necessary)

Employee Signature

Date

(Signature does not necessarily mean agreement with rating; it does however, signify review of instrument and the opportunity to discuss any questions regarding rating.)

Evaluator Signature

Date

Assistant Director of Court Services

Date

Director of Court Services

Date

**Performance Appraisal Form
For the position of**

Name

Public Service Work Coordinator

In the Sixth Judicial Circuit

2016

Performance Element:

1

Teamwork - This performance element involves establishing and maintaining effective and positive working relationships; providing support to other department personnel by responding to requests for information and assistance; performing special assignments and projects outside regular responsibilities.

Behavioral indicators that performance is in need of improvement

- When asked by the Chief to participate in a group working on a special project, this officer participates but offers little information of benefit to the group project.
- When acting as a liaison between the probation department and the police department, this officer receives requests from other officers in the department but arbitrarily decides what information is needed or important; returns the information to the police department but frequently makes last minute requests that indicate a lack of planning; after returning to the office, does not return requested information immediately to the other officers.
- When one officer is called away and it becomes necessary for this officer to interview one of their probationers, this officer does not read the last chronological entries; does not note verifications supplied by the probationer; merely gives the probationer a date to return.
- When a new officer is confronted with a crisis situation that he has not handled previously and seems confused, this officer offers no assistance to the new worker because he is too busy with his own caseload; tells the worker to do the best he can.

Behavioral indicators that performance meets departmental standards

- When a new officer is confronted with a crisis situation that he has not handled previously and seems confused, this officer is willing to discuss the situation with the new worker and offer suggestions but does not get involved or actively participate in the crisis resolution.
- When one officer is called away and it becomes necessary to interview a probationer in his absence, this officer briefly scans the record to determine what the probationer is to verify, notes it and give the probationer a date and reminds the offender of verifications required for the next office visit.
- When acting as liaison between the probation department and the police department, this officer receives information from other officers and compiles a list; delivers the list to others; occasionally requests reports and rap sheets at the last minute.
- When requested by the public service coordinator to assist in supervising clients who are performing public service work, this officer responds to the PSW coordinator's request for assistance by revising his schedule so as to make himself available for supervision of PSW clients, but only during normal business hours.

Behavioral indicators that performance is above departmental standards

- On a day when the probation office is short-staffed and there are numerous office visits and court hearings, this officer is willing to take on tasks in addition to their normal routine; assumes leadership in coping with the increased workload by communicating with each staff member available to coordinate the day's task; is able to anticipate potential problems and avert them so that no major disruptions occur despite the increased workload; is willing to help others no matter how busy the officer may be, even to the point of staying past the end of work hours to assure that all tasks are completed.
- When a defendant's probation is being revoked and the supervising officer realizes that an officer in the investigation unit must write a PSI, this officer proactively avoids duplication of effort by immediately contacting the investigating officer and sharing documentation that the supervising officer had only recently verified; provides an accurate typewritten summary assessment of the defendant's adjustment while on probation which results in a better quality PSI.
- When requested by the Public Service Coordinator to assist in supervising clients who are performing public service work, this officer not only rearranges his schedule, but makes himself available to supervise PSW at times and days outside regular business hours.

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Performance element numerical score

21.5

multiplied by the weighting factor

Total Element Score

0

Performance Element:

2

Intake - This performance element involves conducting and documenting initial face-to-face interviews with offenders; reviewing with the offenders the court-ordered conditions of their probation; collecting and verifying oral and written information from offenders and various collateral contacts.

Behavioral indicators that performance is in need of improvement

- In order to assess a probationer's understanding of court-ordered conditions and court rules, this officer verbally reads and explains each rule but may not always take into consideration the probationer's ability to comprehend.
- When conducting an initial face-to-face interview with a defendant, this officer completes the necessary information in the intake process but may not meet the required time limits.
- In an intake interview, this officer reads the rules in a matter-of-fact way and hurries the defendant out the door without regard for his understanding or comprehension of the rules.
- In an initial face-to-face interview immediately following a sentencing hearing, this officer records inaccurate information and important data may be missing.

Behavioral indicators that performance meets departmental standards

- When a defendant is directed by the court to report to the probation department, this officer reviews the court-ordered conditions with the defendant, explaining all conditions and answering all questions; provides the defendant with a copy of the court order; completes the intake procedure, obtaining and verifying the defendant's personal information; contacts collaterals to verify defendant-supplied information and to collect additional information.
- When a defendant who reports directly from court angrily states that he disagrees with the sentence and the conditions of the court's order, this officer advises the defendant respectfully of the offender's legal right to appeal through his attorney; clarifies and thoroughly explains the rules and conditions so that the defendant can accurately advise the attorney of the specific conditions the defendant would like to appeal; informs the offender of the assigned reporting level; explains and completes the social history background form; obtains signed releases from the defendant and briefly explains the general process and time frames required for an appeal.

Behavioral indicators that performance is above departmental standards

- When reviewing court-ordered conditions at intake with a mentally challenged defendant, this officer takes steps to ensure that the defendant has a thorough understanding of the conditions of probation by using language understandable to the client, patiently answering the defendant's questions and soliciting the assistance of outside expert professionals familiar with the mentally challenged.
- In an intake interview, it is discovered that a defendant is nearly illiterate, cannot read and is only able to write his own name. This officer is careful to take the necessary time and extra effort to ensure that the defendant understands the court-ordered conditions; involves a literate family member or friend to assist the defendant with written communications; supplements all written communications with direct verbal contacts to assure understanding.
- In an initial face-to-face interview immediately following a sentencing hearing, this officer completes the intake completely and gathers specific and detailed information beyond normal intake requirements that later contributes to the understanding and construction of the defendant's supervision plan.

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Performance element numerical score _____

multiplied by the weighting factor 14.3 = _____

Total Element Score _____

0

Performance Element:

3

Monitoring - This performance element involves developing a rapport with offenders; monitoring offender compliance with court-ordered conditions and other supervision requirements through offender and collateral contacts.

Behavioral indicators that performance is in need of improvement

- When a defendant is sentenced to IPS, this officer makes the *minimum number of contacts* and makes *few collateral contacts*.
- When a probationer rarely makes restitution payments as directed and never accepts responsibility for providing proof to the probation department, this officer sets up a payment schedule for the defendant *but doesn't request verification of payment and checks the balance due only in the last month of the probation term*.
- When monitoring a defendant who is sporadic in reporting and who has moved several times and is therefore difficult to locate, this officer files for a violation *without investigating the defendant's circumstances*.
- When supervising clients from differing racial, cultural and ethnic backgrounds, this officer is *insensitive to differences and as a result encounters conflict with offended clients*.
- This supervising officer is unaware that a probationer sentenced to *community work has not shown up a worksite for more than a month*.

Behavioral indicators that performance meets departmental standards

- When a defendant is sentenced to IPS, this officer creates and maintains a *positive and supportive relationship with the defendant; monitors the defendant by initiating contacts on a regular basis but at irregular intervals such that the defendant cannot discern a set schedule or pattern; makes collateral contacts to supplement direct contacts with the defendant and to broaden the scope of monitoring*.
- This officer talks to the defendant to ensure that he/she is *not having any problems; receives materials from the defendant to verify residence, employment, counseling, etc.; conducts home visits to see the defendant in his/her home environment to monitor compliance with the court-ordered conditions*.
- When supervising clients from differing racial, cultural and ethnic backgrounds, this officer recognizes the differences and employs *interviewing skills that are compatible with each client's racial and cultural characteristics*.
- When monitoring a defendant who is sporadic in reporting and who has moved several times and is therefore difficult to locate, this officer conveys the need to comply with the orders of the court; calls collaterals to locate the defendant when he/she does not report as directed.

Behavioral indicators that performance is above departmental standards

- While monitoring a case in a face-to-face interview with a defendant, this officer draws out information that reveals the defendant's true level of compliance with the court-ordered conditions even though the client attempts to influence and persuade the officer to a more optimistic view than is actually true; when confronted with information and client claims that are suspicious, the officer contacts collateral sources that verify or refute the claims; confronts lack of progress and persistently works to motivate the defendant toward positive behavioral goals.
- When monitoring a defendant on probation supervision, a change in attitude is noted. The client no longer reports to the probation office or initiates contact in any way. This officer sends written notification advising the defendant that he/she is in violation of probation; also sends notification for appointment with the officer to discuss the matter; telephones the defendant's significant others to leave messages for the defendant to call the officer immediately; conducts an immediate home visit and leaves a written message; uses community contacts which the officer has developed and nurtured to successfully track down and talk with the defendant; persuades the defendant to comply with the orders of the court and thus avoids violation proceedings.

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Performance element numerical score

14.3

multiplied by the weighting factor

=

Total Element Score

0

Performance Element:

4

Professional Enhancement - This performance element involves attending mandated and ancillary training; participating in training programs that enhance job performance and satisfaction.

Behavioral indicators that performance is in need of improvement

- This officer attends training but clearly does not implement the skills taught at the seminar and continues to commit the same mistakes which the training was intended to remedy.
- When faced with a number of probationers who are affiliated with gangs, this officer attends a workshop on gang issues but retains little information and does not use new skills to meet probationer's needs.
- When new training and procedural manuals are issued regarding probation officer performance requirements, this officer only scans the materials that relate to his specific responsibilities and as a result is later found in violation of procedures that were included elsewhere in the new manual.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer does not seek special training in the area of drug and substance abuse but attends unrelated training sessions to satisfy the yearly training requirement.
- This officer fails to attend an assigned training seminar without valid excuse and must be rescheduled to attend another session to meet required training hours.

1

2

Behavioral indicators that performance meets departmental standards

- This officer attends and actively participates in all mandated training and other training sessions selected by his supervisor which enhance the officer's job skills.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer attends required training and reads publications in the field of substance abuse.
- When representing the probation department at an inter-agency conference where information packets are passed out that have direct impact on probation needs and where a variety of seminars and training workshops are discussed and described, this officer attends with a genuine interest in the conference speakers and content; gathers pertinent information for his own case management.
- When required to attend AOIC sponsored training sessions, this officer attends and participates in the assigned training sessions.
- When new training and procedural manuals are issued regarding probation officer performance requirements, this officer reviews the entire manual but skims over areas that do not apply directly to his position.

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Behavioral indicators that performance is above departmental standards

- This officer attends as many training sessions as his caseload will allow; shows enthusiasm about the events; shares insights and skills gained with other personnel in the department; assures that his own caseload is kept current and accurate and does not suffer because of time spent in training; enrolls in local college courses that are directly related to the job.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer seeks out and attends training seminars that are specifically related to drug offender language, tools and habits and applies this knowledge and insight successfully in actual cases; subscribes to and studies recent publications to stay current with trends and new information in the field; pays close attention to media reports in the local area to get a feel for community trends; cultivates relationships and networks with local experts and practitioners in the drug abuse helping system in the community to gather their input.
- This officer actively seeks out, researches, attends and successfully completes seminars and training sessions which enhance his skills and job performance; after the sessions, provides a synopsis of the seminar content to other members of the department.

6

7

Performance element numerical score _____

multiplied by the weighting factor 7.1 =

Total Element Score

0

Performance Element:

5

Case Documentation and File Maintenance - This performance element involves documenting case information and activities, including information obtained from offenders, collateral contacts and outside agencies; recording offender compliance with court-ordered conditions and other supervision requirements; insuring that case files accurately and completely reflect case activities.

Behavioral indicators that performance is in need of improvement

- During a client interview, this officer notes the contact but does not elaborate on the status of the case or make written notes on any additional information that was discussed during the visit.
- This officer's file material is placed loose in the file and is not held with any type of fasteners; file materials are out of order and not placed on the appropriate side of the file; files are difficult to locate when needed.
- This officer documents only the most important contacts or face-to-face visits; files are unstructured and difficult to decipher; case files are not accurate representations of the case.
- This officer's chronological notes are not kept up-to-date and are difficult to read, making it very difficult to determine the probationer's status regarding the plan of supervision and probation goals.
- When a defendant reports a week late and without requested paperwork and claims that he did not know he was supposed to do anything, this officer lacks sufficient case notes to determine what was told to the defendant at the last appointment and what was expected at the next appointment; there is no documentation of lack of compliance.

1 2

Performance element numerical score _____

Behavioral indicators that performance meets departmental standards

- Throughout the duration of a case, this officer maintains a case file which documents all contacts with the defendant as well as collateral contacts; case notes or other documentation are completed at the time of contact or shortly thereafter; documentation includes elements of supervision planning as well as compliance thereto; the case file is maintained in a neat and uniform manner.
- This officer keeps case file entries up-to-date; entries directly relate to defender's progress in probation, highlights items that are completed or are behind schedule.
- This officer's chronological notes are kept up-to-date, but sometimes the probationer's status regarding the order of probation and plan of supervision is not readily discernible.
- During a client interview, this officer notes all relevant information pertaining to the contact and does so within the prescribed time frames; information is written in such a way that other court personnel can easily understand the case documentation.

3 4 5

multiplied by the weighting factor 14.3 =

Behavioral indicators that performance is above departmental standards

- Throughout the duration of a case, this officer documents case information to include every telephone call, letter and collateral contact in a complete and concise manner; files are very well organized and reflect with detailed accuracy the status and activities of the case.
- During a client interview, this officer immediately notes all information pertaining to the visit, including the date, type of contact, information pertaining to the status of court rules, information pertaining to the status of the supervision plan, goals and any additional information discussed during the visit; the case notes are written so that other probation officers can immediately understand the status of the case.
- For the duration of a case, this officer's case documents are understandable and the content flows smoothly; documentation is verified and in chronological order of the date received; file material is placed on the appropriate side of the file; all files are accessible to any officer in the department who needs the file without having to search for it.

6 7

Total Element Score 0

Performance Element:

6

Courtroom Duties- This performance element involves preparing for and appearing in court as directed; possessing and articulating knowledge and understanding of the case; testifying as required.

Behavioral indicators that performance is in need of improvement

- When called to testify in a violation proceeding, this officer is not able to answer a number questions put to him and must resort to reading case notes; is inarticulate and stumbling in speech and hesitant in his testimony.
- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer appears for the hearing but has not prepared to testify; when called to testify, this officer cannot answer questions put to him by the court.
- When summoned to testify on a petition to revoke probation of an offender who continues to use drugs, this officer is unable to provide testimony sufficient to support the allegations in the petition.

1

2

Behavioral indicators that performance meets departmental standards

- When called to testify in a violation proceeding, this officer is prepared and informed about the case and the defendant, but may not be able to answer all questions without qualifiers.
- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer reviews the entire content of the case file and appears in court ready to testify.
- When a defendant's probation is being revoked on technical violations, this officer is aware of the facts in the case and can testify fluently with the help of case notes; has documentation of verification of data.
- When called to testify without notice on a petition to revoke probation, this officer has some knowledge of the case and can testify to the basic facts of the case but may need to refer to the case file for details of the case.

3

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Behavioral indicators that performance is above departmental standards

- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer has reviewed the entire case file in detail and is completely familiar with the status of all court-ordered conditions of probation, the offender's personal and family background and present condition and status.
- When a defendant's probation is being revoked on technical violations, this officer has such complete knowledge of the case that he can accurately state the dates of factual information without looking at notes; knows details of every aspect of the case; testifies confidently and smoothly when on the witness stand.
- When summoned to testify on a petition to revoke probation of an offender who continues to use drugs, this officer obtains admissions of use forms properly signed and documentation that proper confirmation tests were performed on time; discusses the consequences with the defendant and notes this discussion in the field case notes; has an accurate list of dates of use; exhibits an expert knowledge of substance and drug abuse and testifies in clear and accurate statements resulting in a revocation of the defendant's probation.

6

7

Performance element numerical score _____

multiplied by the weighting factor _____

14.3

=

Total Element Score

0

Performance Element:

7

Statistics - This performance element involves gathering data for and preparing monthly statistical reports.

Behavioral indicators that performance is in need of improvement

- While preparing monthly statistical reports, this officer is unorganized and must work frantically up until the last minute to compile the information.
- This officer turns in monthly reports and waits to see if there are any questions from the supervisor before researching answers; does not verify accuracy of information until required to do so.
- This officer submits monthly statistical reports which contain errors; data does not accurately reflect case activity; reports are not submitted within the established deadlines.
- When the supervisor requests that the probation officer provide statistics which were misplaced for a period earlier in the year, this officer is unable to retrieve the information because it has been misplaced or lost due to disorganization; complains that such old information is unimportant.

1

2

Behavioral indicators that performance meets departmental standards

- While gathering data and preparing monthly statistical reports, this officer gathers and organizes data in such a way that the information can be analyzed and utilized by his supervisor in the officer's absence; collates that data into accurate statistical reports which are submitted in accordance with departmental requirements.
- This officer maintains monthly statistics in a neat and correct manner, provides information to the supervisor within the specified time frame; maintains his filing system in a way which facilitates completion of the statistics.
- While gathering data and preparing monthly statistical reports, this officer has set cases where status is not up-to-date off to the side and is able to catch those cases up at the end of the month in time to meet deadlines.
- When the supervisor requests statistics which were misplaced for a period earlier in the year, this officer provides the requested information but requires some time to search the records.

3

4

5

Behavioral indicators that performance is above departmental standards

- This officer has devised a unique statistics data collection system that facilitates completion of the monthly statistical reports well ahead of the required time limits and due dates; statistics are almost always accurate in every detail.
- This officer files all reports with the supervisor, the county board, judges and the state well ahead of the required deadlines; is able to verify all information on the report and can readily compile special reports such as recidivism rates and victim impact reports.
- In gathering data and preparing monthly statistical reports, this officer accurately enters all required data well before due dates; information is legible and has clear, concise notes which anticipate and verify or explain any questions the supervisor may have; has complete knowledge of the monthly report so as to be able without assistance to place any questionable statistics in the proper category; has the ability to explain those placements.
- When the supervisor requests that a probation officer provide statistics which were misplaced for a period earlier in the year, this officer can immediately refer to copies of the statistical reports kept for his own reference; is able to retrieve and deliver the information almost immediately.

6

7

Performance element numerical score _____

multiplied by the weighting factor **14.3** = _____

Total Element Score **0** _____

Performance Element:

8

Site Procurement and Maintenance - This performance element involves recruiting public service employment worksites, negotiating service agreements with worksite agencies, providing orientation/training for worksite personnel and making periodic site visits to maintain working relationships.

Behavioral indicators that performance is in need of improvement

- This community service coordinator assigns defendants to complete community service at only certain favored sites, causing overuse of some sites and under use of others.
- When instructed to recruit a specific number of non-profit organizations within the community to serve as public service worksites, this officer recruits the required number of sites but does not confirm that the worksites are non-profit organizations; some sites have to be rescinded because they are discovered to be for-profit organizations.
- When a potential new public service worksite expresses concern about liability in a situation where probationers are performing public service work, this coordinator has limited knowledge of the liability issues but nonetheless assures the agency or organization that there is "no problem."
- When a public service worksite calls to report that they are having problems with a probationer who is being insubordinate and occasionally doesn't show up for assigned work, this officer deals successfully with the client but does not meet with the worksite personnel to discuss concerns and issues about this situation.

Behavioral indicators that performance is above departmental standards

- This officer establishes a list of cooperative community service worksites; determines the department's worksite needs and maintains constant communication with the worksites regarding needs and/or problems; matches and connects defendants to community service worksites; supervises their community service work via frequent site visits; maintains clear and concise records regarding the community service work completed; provides instructions to both the community service site and the defendant as to what is expected in the agreement.
- This officer recruits enough non-profit worksites so that it is possible for every sentenced offender to be immediately placed at a work site; there is no waiting list for worksites; worksites are varied and thus can accommodate offenders with different traits and offenses; because of the excellent reputation this officer has with worksites, new sites sometimes call on their own initiative to work out an arrangement for community service workers.

Behavioral indicators that performance meets departmental standards

- This officer establishes a list of community service sites; assigns defendants to appropriate worksites; maintains communication with community service sites to verify work completed; maintains a record of community service completed.
- This officer successfully recruits organizations to serve as worksites but may occasionally not have an opening for a sentenced offender, confirms that the worksites are non-profit organizations.
- When issues about legal liability arise in a situation where probationers are working at public service worksites, this officer can affirmatively answer most questions that arise but must seek clarification on legal questions.
- This officer provides names of agencies which are known to be cooperative and agencies that are believed to be cooperative; assists in contacting possible public service sites and assists in the compilation of a list of cooperative public service agencies.

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Performance element numerical score _____

multiplied by the weighting factor

42.8

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Total Element Score

0

SIXTH JUDICIAL CIRCUIT
Public Service Work Coordinator Performance Appraisal

Scoring

Position: Public Service Work Coordinator
 Employee Name: Name
 Evaluation Period _____
 Scored by: _____

Performance Elements

	<u>Numerical Score</u>	X	<u>Element Weight</u>	=	<u>Total Score</u>
1.	<u>0</u>	X	<u>21.5</u>	=	<u>0</u>
2.	<u>0</u>	X	<u>14.3</u>	=	<u>0</u>
3.	<u>0</u>	X	<u>14.3</u>	=	<u>0</u>
4.	<u>0</u>	X	<u>7.1</u>	=	<u>0</u>
5.	<u>0</u>	X	<u>14.3</u>	=	<u>0</u>
6.	<u>0</u>	X	<u>14.3</u>	=	<u>0</u>
7.	<u>0</u>	X	<u>14.3</u>	=	<u>0</u>
8.	<u>0</u>	X	<u>42.8</u>	=	<u>0</u>
			TOTAL		0

Numerical Average 0

Overall Rating 0

SIXTH JUDICIAL CIRCUIT
Adult Probation Officer Performance Appraisal

Position: Public Service Work Coordinator

Employee Name: Name

Evaluation Period:

Additional Evaluator Comments:

Employee Comments:
(Use back of form if necessary)

Employee Signature

Date

(Signature does not necessarily mean agreement with rating; it does however, signify review of instrument and the opportunity to discuss any questions regarding rating.)

Evaluator Signature

Date

Assistant Director of Court Services

Date

Director of Court Services

Date

**Performance Appraisal Form
For the position of**

Name

High Risk / Sex Offender Officer

In the Sixth Judicial Circuit

2016

Performance Element:

1

Teamwork - This performance element involves establishing and maintaining effective and positive working relationships; providing support to other department personnel by responding to requests for information and assistance; performing special assignments and projects outside regular responsibilities.

Behavioral indicators that performance is in need of improvement

- When asked by the Chief to participate in a group working on a special project, this officer participates but offers little information of benefit to the group project.
- When acting as a liaison between the probation department and the police department, this officer receives requests from other officers in the department but arbitrarily decides what information is needed or important; returns the information to the police department but frequently makes last minute requests that indicate a lack of planning; after returning to the office, does not return requested information immediately to the other officers.
- When one officer is called away and it becomes necessary for this officer to interview one of their probationers, this officer does not read the last chronological entries; does not note verifications supplied by the probationer; merely gives the probationer a date to return.
- When a new officer is confronted with a crisis situation that he has not handled previously and seems confused, this officer offers no assistance to the new worker because he is too busy with his own caseload; tells the worker to do the best he can.

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Performance element numerical score 0

Behavioral indicators that performance meets departmental standards

- When a new officer is confronted with a crisis situation that he has not handled previously and seems confused, this officer is willing to discuss the situation with the new worker and offer suggestions but does not get involved or actively participate in the crisis resolution.
- When one officer is called away and it becomes necessary to interview a probationer in his absence, this officer briefly scans the record to determine what the probationer is to verify, notes it and give the probationer a date and reminds the offender of verifications required for the next office visit.
- When acting as liaison between the probation department and the police department, this officer receives information from other officers and compiles a list; delivers the list to others; occasionally requests reports and rap sheets at the last minute.
- When requested by the public service coordinator to assist in supervising clients who are performing public service work, this officer responds to the PSW coordinator's request for assistance by revising his schedule so as to make himself available for supervision of PSW clients, but only during normal business hours.

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multiplied by the weighting factor 11 =

Behavioral indicators that performance is above departmental standards

- On a day when the probation office is short-staffed and there are numerous office visits and court hearings, this officer is willing to take on tasks in addition to their normal routine; assumes leadership in coping with the increased workload by communicating with each staff member available to coordinate the day's task; is able to anticipate potential problems and avert them so that no major disruptions occur despite the increased workload; is willing to help others no matter how busy the officer may be, even to the point of staying past the end of work hours to assure that all tasks are completed.
- When a defendant's probation is being revoked and the supervising officer realizes that an officer in the investigation unit must write a PSI, this officer proactively avoids duplication of effort by immediately contacting the investigating officer and sharing documentation that the supervising officer had only recently verified; provides an accurate typewritten summary assessment of the defendant's adjustment while on probation which results in a better quality PSI.
- When requested by the Public Service Coordinator to assist in supervising clients who are performing public service work, this officer not only rearranges his schedule, but makes himself available to supervise PSW at times and days outside regular business hours.

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Total Element Score 0

Performance Element:

2

Intake - This performance element involves conducting and documenting initial face-to-face interviews with offenders; reviewing with the offenders the court-ordered conditions of their probation; collecting and verifying oral and written information from offenders and various collateral contacts.

Behavioral indicators that performance is in need of improvement

- In order to assess a probationer's understanding of court-ordered conditions and court rules, this officer verbally reads and explains each rule but may not always take into consideration the probationer's ability to comprehend.
- When conducting an initial face-to-face interview with a defendant, this officer completes the necessary information in the intake process but may not meet the required time limits.
- In an intake interview, this officer reads the rules in a matter-of-fact way and hurries the defendant out the door without regard for his understanding or comprehension of the rules.
- In an initial face-to-face interview immediately following a sentencing hearing, this officer records inaccurate information and important data may be missing.

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Behavioral indicators that performance meets departmental standards

- When a defendant is directed by the court to report to the probation department, this officer reviews the court-ordered conditions with the defendant, explaining all conditions and answering all questions; provides the defendant with a copy of the court order, completes the intake procedure, obtaining and verifying the defendant's personal information; contacts collaterals to verify defendant-supplied information and to collect additional information.
- When a defendant who reports directly from court angrily states that he disagrees with the sentence and the conditions of the court's order, this officer advises the defendant respectfully of the offender's legal right to appeal through his attorney; clarifies and thoroughly explains the rules and conditions so that the defendant can accurately advise the attorney of the specific conditions the defendant would like to appeal; informs the offender of the assigned reporting level; explains and completes the social history background form; obtains signed releases from the defendant and briefly explains the general process and time frames required for an appeal.

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Behavioral indicators that performance is above departmental standards

- When reviewing court-ordered conditions at intake with a mentally challenged defendant, this officer takes steps to ensure that the defendant has a thorough understanding of the conditions of probation by using language understandable to the client, patiently answering the defendant's questions and soliciting the assistance of outside expert professionals familiar with the mentally challenged.
- In an intake interview, it is discovered that a defendant is nearly illiterate, cannot read and is only able to write his own name. This officer is careful to take the necessary time and extra effort to ensure that the defendant understands the court-ordered conditions; involves a literate family member or friend to assist the defendant with written communications; supplements all written communications with direct verbal contacts to assure understanding.
- In an initial face-to-face interview immediately following a sentencing hearing, this officer completes the intake completely and gathers specific and detailed information beyond normal intake requirements that later contributes to the understanding and construction of the defendant's supervision plan.

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Performance element numerical score 0

multiplied by the weighting factor 11 =

Total Element Score 0

Performance Element:

3

Supervision Planning - This performance element involves determining the offender's classification, contact standards and level of supervision; developing written supervision plans; constructing action steps and revising these as needed; establishing and maintaining contact with the offender's significant others.

Behavioral indicators that performance is in need of improvement

- When completing the risk/needs instruments, this officer does not review and consider all information and as a result information is learned later that makes the initial classification inaccurate.
- When dealing with a defendant who is uncooperative and resistant to supervision planning efforts, this officer has little contact with the offender and bases the supervision plan on information previously obtained; because of the defendant's attitude, this officer avoids the person as much as possible and does not work toward creating a positive relationship with the probationer; does not update the supervision plan.
- This officer completes assessments and supervision plans too late to meet mandated guidelines; supervision plans are generic and do not incorporate times, dates or locations to ensure that the plans are measurable, attainable and verifiable; because of this, probationers and the officer often argue over the level of compliance with the conditions of the court order; does not modify the supervision plan to reflect goal achievement and changing needs of the client; plans read the same throughout the duration of the case.

Behavioral indicators that performance meets departmental standards

- This officer completes the supervision plans before the mandatory deadline; writes plans that are complete, concise, verifiable, attainable and measurable; specifies time frames for action steps to be completed; revises supervision plans frequently and adapts them to the changing goals and needs of the defendant.
- In developing a supervision plan with an offender, this officer completes a supervision plan outlining the offender's goals; completes the plan within the required timelines and reviews the plan during each office visit.
- In order to accurately determine an offender's classification, this officer reviews all information gathered during the face-to-face interview with the offender; develops a working knowledge of the history through review of available reports and other information and accurately translates that knowledge to the classification instruments.
- This officer completes the risk/needs assessment immediately upon receipt of the verified information so that an accurate level of supervision is determined.

Behavioral indicators that performance is above departmental standards

- When dealing with a defendant who is uncooperative and resistant to supervision planning efforts, this officer creates a willingness to cooperate by fully explaining the situation the defendant faces and setting forth a list of options and their possible consequences; contacts significant others in the defendant's life and successfully enlists their assistance in motivating the defendant to cooperate with the plan.
- With input from the defendant and significant others, this officer mutually establishes a supervision plan based on a thorough analysis of the identified needs of the client with an emphasis on assisting the client through the period of probation in a positive, supportive manner; updates the plan frequently to reflect the defendant's progress.
- When a probationer has many serious problems including drug use, health problems, psychiatric or mental health problems and monetary problems, this officer takes additional time to assess each need area and prioritizes them according to the impact of each on the likelihood of repeat criminal behavior and urgency of remediation to the welfare and safety of the client; engages the client in the creation of a supervision plan to the extent the client is able to do so; customizes agency referrals to the specific needs and problems identified in the assessment and planning process.

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Performance element numerical score 0

multiplied by the weighting factor 22 =

22

Total Element Score 0

Performance Element:

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Monitoring - This performance element involves developing a rapport with offenders; monitoring offender compliance with court-ordered conditions and other supervision requirements through offender and collateral contacts.

Behavioral indicators that performance is in need of improvement

- When a defendant is sentenced to IPS, this officer makes the *minimum number of contacts and makes few collateral contacts.*
- When a probationer rarely makes restitution payments as directed and never accepts responsibility for providing proof to the probation department, this officer sets up a payment schedule for the defendant but doesn't request verification of payment and checks the balance due only in the last month of the probation term.
- When monitoring a defendant who is sporadic in reporting and who has moved several times and is therefore difficult to locate, this officer files for a violation without investigating the defendant's circumstances.
- When supervising clients from differing racial, cultural and ethnic backgrounds, this officer is insensitive to differences and as a result encounters conflict with offended clients.
- This supervising officer is unaware that a probationer sentenced to community work has not shown up a worksite for more than a month.

Behavioral indicators that performance meets departmental standards

- When a defendant is sentenced to IPS, this officer creates and maintains a positive and supportive relationship with the defendant; monitors the defendant by initiating contacts on a regular basis but at irregular intervals such that the defendant cannot discern a set schedule or pattern; makes collateral contacts to supplement direct contacts with the defendant and to broaden the scope of monitoring.
- This officer talks to the defendant to ensure that he/she is not having any problems; receives materials from the defendant to verify residence, employment, counseling, etc.; conducts home visits to see the defendant in his/her home environment to monitor compliance with the court-ordered conditions.
- When supervising clients from differing racial, cultural and ethnic backgrounds, this officer recognizes the differences and employs interviewing skills that are compatible with each client's racial and cultural characteristics.
- When monitoring a defendant who is sporadic in reporting and who has moved several times and is therefore difficult to locate, this officer conveys the need to comply with the orders of the court; calls collaterals to locate the defendant when he/she does not report as directed.

Behavioral indicators that performance is above departmental standards

- While monitoring a case in a face-to-face interview with a defendant, this officer draws out information that reveals the defendant's true level of compliance with the court-ordered conditions even though the client attempts to influence and persuade the officer to a more optimistic view than is actually true; when confronted with information and client claims that are suspicious, the officer contacts collateral sources that verify or refute the claims; confronts lack of progress and persistently works to motivate the defendant toward positive behavioral goals.
- When monitoring a defendant on probation supervision, a change in attitude is noted. The client no longer reports to the probation office or initiates contact in any way. This officer sends written notification advising the defendant that he/she is in violation of probation; also sends notification for appointment with the officer to discuss the matter; telephones the defendant's significant others to leave messages for the defendant to call the officer immediately; conducts an immediate home visit and leaves a written message; uses community contacts which the officer has developed and nurtured to successfully track down and talk with the defendant; persuades the defendant to comply with the orders of the court and thus avoids violation proceedings.

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Performance element numerical score 0

multiplied by the weighting factor 15 =

15

Total Element Score 0

Performance Element:

5

Professional Enhancement - This performance element involves attending mandated and ancillary training; participating in training programs that enhance job performance and satisfaction.

Behavioral indicators that performance is in need of improvement

- This officer attends training but clearly does not implement the skills taught at the seminar and continues to commit the same mistakes which the training was intended to remedy.
- When faced with a number of probationers who are affiliated with gangs, this officer attends a workshop on gang issues but retains little information and does not use new skills to meet probationer's needs.
- When new training and procedural manuals are issued regarding probation officer performance requirements, this officer only scans the materials that relate to his specific responsibilities and as a result is later found in violation of procedures that were included elsewhere in the new manual.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer does not seek special training in the area of drug and substance abuse but attends unrelated training sessions to satisfy the yearly training requirement.
- This officer fails to attend an assigned training seminar without valid excuse and must be rescheduled to attend another session to meet required training hours.

Behavioral indicators that performance meets departmental standards

- This officer attends and actively participates in all mandated training and other training sessions selected by his supervisor which enhance the officer's job skills.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer attends required training and reads publications in the field of substance abuse.
- When representing the probation department at an inter-agency conference where information packets are passed out that have direct impact on probation needs and where a variety of seminars and training workshops are discussed and described, this officer attends with a genuine interest in the conference speakers and content; gathers pertinent information for his own case management.
- When required to attend AOIC sponsored training sessions, this officer attends and participates in the assigned training sessions.
- When new training and procedural manuals are issued regarding probation officer performance requirements, this officer reviews the entire manual but skims over areas that do not apply directly to his position.

Behavioral indicators that performance is above departmental standards

- This officer attends as many training sessions as his caseload will allow; shows enthusiasm about the events; shares insights and skills gained with other personnel in the department; assures that his own caseload is kept current and accurate and does not suffer because of time spent in training; enrolls in local college courses that are directly related to the job.
- When confronted with a number of probationers on his caseload who are drug offenders, this officer seeks out and attends training seminars that are specifically related to drug offender language, tools and habits and applies this knowledge and insight successfully in actual cases; subscribes to and studies recent publications to stay current with trends and new information in the field; pays close attention to media reports in the local area to get a feel for community trends; cultivates relationships and networks with local experts and practitioners in the drug abuse helping system in the community to gather their input.
- This officer actively seeks out, researches, attends and successfully completes seminars and training sessions which enhance his skills and job performance; after the sessions, provides a synopsis of the seminar content to other members of the department.

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Performance element numerical score

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multiplied by the weighting factor

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Total Element Score

0

Performance Element:

6

Referral and Brokerage - This performance element involves assessing and selecting community services that address the identified needs of the offender and the requirements of the court; maintaining contact with referral agencies to assess offender progress.

Behavioral indicators that performance is in need of improvement

- When a defendant states in an intake interview that he is upset about receiving public service work because he fears it will cause the loss of his job, this officer tells the probationer that he will then have to find his own worksite within 30 days or face violation of probation.
- When a defendant who has been on probation several times before is sentenced to a drug program, this officer places the probationer in the first program that has an opening, resulting in a referral to a treatment program that is not designed to deal with the probationer's special needs; as a result, the probationer relapses and resumes drug use.
- When a person who is physically handicapped is ordered to complete a drug treatment program, this officer disregards the special needs of the defendant and places him in the first available program vacancy.
- When selecting a substance abuse treatment for an offender, this officer disregards the defendant's background and history and places the defendant in a treatment program that does not address the client's problem.

Behavioral indicators that performance meets departmental standards

- This officer refers defendants to appropriate agencies and monitors the probationer's progress through letters and phone calls; accurately documents all contacts with these agencies and programs.
- When a person who is physically handicapped is ordered to complete a drug treatment program, this officer locates a facility that can accommodate the defendant's handicap as well as treatment needs.
- Upon receiving two different recommendations from two different counselors as to drug treatment referral, this officer discusses the options with the probationer and counselors; makes a referral based on the most accurate information.
- When a defendant who has failed while on probation several times before is sentenced to a drug program, this officer has an outside agency evaluate the defendant and makes a referral to a drug treatment program recommended by the evaluator.

Behavioral indicators that performance is above departmental standards

- When selecting a substance abuse treatment for an offender, this officer solicits the active participation of the client and his significant other in the assessment and selections of a treatment program in such a way that all concerned parties are invested in and feel "ownership" of the client's successful completion of the program.
- When faced with a probationer who is a sex offender and who also has a serious drug abuse problem along with a poor work record, this officer coordinates referrals for evaluation of sexual problems, drug abuse and employment so that each evaluator has a complete picture of the offender's unique set of problems and assures that all of the defendant's problems are addressed; acts as liaison for all service providers involved in the case so that there is no duplication of effort.
- When the court requests information about resources in the community for rehabilitation of an offender, this officer has a complete and thorough knowledge of community-based rehabilitative resources; can provide detailed information about criteria, costs and theoretical approach of each program/agency; has assessed the client's appropriateness and eligibility for community-based services prior to the court hearing by making exploratory preliminary contacts with the progress/agencies.

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Performance element numerical score 0

multiplied by the weighting factor 15 =

Total Element Score 0

Performance Element:

7

Situational Intervention - This performance element involves identifying and responding to problem situations that arise; assessing the situation, then selecting and implementing actions intended to resolve the problem and/or minimize any adverse impact.

Behavioral indicators that performance is in need of improvement

- This officer, lacking confidence and fearful that something he might say might escalate crisis situations, chooses not to take action and remains silent, thus making it necessary for other staff to deal with this officer's crisis situations.
- When a probationer expresses his intent to commit suicide, this officer immediately calls the supervisor to handle the situation; has a pattern of relying excessively on the supervisor to deal with even minimally difficult situations.
- When supervising a client who is agitated and uncooperative, this officer is aware of the client's resistance but may not be able to successfully facilitate the process such that the resistance is diminished.
- When an angry defendant starts shouting at the probation officer, this officer, believing that you must "fight fire with fire," engages in a shouting match with the defendant, thus escalating the situation to a dangerous level.
- A defendant's ex-wife calls to report that the probationer, her ex-husband, has violated an order of protection on several occasions. This officer notes the incident in the case file but takes no further action to resolve the problem; the case later comes to court and the officer is then reprimanded for not taking action.

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Performance element numerical score 0

Behavioral indicators that performance meets departmental standards

- When an angry defendant starts shouting at the probation officer, this officer is able to defuse the anger and frustration while keeping the situation in control.
- When a family who believes that the finding of the court was based on prejudice becomes extremely upset, yelling and making accusations and treats, this officer reacts non-defensively and calmly to the situation, listens carefully to the family's complaints and demonstrates a genuine concern about the validity of the complaints.
- A female defendant reports that her husband physically assaulted her last night. She has obvious physical injuries that are consistent with physical assault. This officer helps her to clarify the options and succeeds in obtaining secure safe shelter until the matter is investigated and resolved.

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multiplied by the weighting factor 5.3 =

Behavioral indicators that performance is above departmental standards

- When conducting a curfew check, an IPS officer encounters a probationer who is hostile, angry and threatening violence against family members and the probation officer. This officer uses verbal and physical techniques to intervene and control the situation successfully and in full compliance with departmental policies.
- A defendant with a drug abuse problem has relapsed after six months of successful sobriety and adherence to probation rules and conditions. He becomes depressed and believes he is a total failure and is ready to give up. This officer uses a variety of helping skills to explore the defendant's emotions and enhances the defendant's self-esteem by emphasizing the positive aspects of the defendant's sobriety; is able to turn the situation into a productive goal-setting situation to reestablish the probationer's sobriety and return to treatment; notifies the treatment program of the situation to seek additional support for the client; increases contacts with the client to maintain close supervision until the defendant is again stabilized and sober.

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Total Element Score 0

Performance Element:

8

Conducting Investigations and Preparing Reports - This performance element involves conducting face-to-face interviews, preparing correspondence and conducting collateral and victim impact investigations, obtaining criminal histories, verifying information and then composing, developing and filing narrative reports.

Behavioral indicators that performance is in need of improvement

- During a personal interview required for the completion of a PSI, this officer is able to acquire most of the information that is needed to complete the report.
- While conducting a PSI and suspecting that the defendant is being less than truthful and possibly misleading, this officer emphasizes the need for accuracy but because of time constraints sometimes does not verify suspect information.
- While conducting a PSI, this officer threatens the defendant with reprisals if any of the information given is found to be incorrect.
- To obtain criminal history information for the PSI which he is writing or preparing for the court, this officer obtains criminal history information from the offender but does not verify information received when it is inconsistent with data from other sources.
- When assigned to submit a report to determine if a defendant is eligible for intensive probation, this officer submits the report without fully completing the criminal history or verifying the information.

Behavioral indicators that performance meets departmental standards

- While conducting a PSI, this officer interviews the defendant to obtain all necessary information; verifies criminal and background information by contacting law enforcement agencies, pertinent social agencies, employers, educational facilities, etc.; obtains collateral information by way of interviewing significant others; compiles the information in a brief, understandable report within the time limits established for such reports.
- When assigned to submit a report to determine for the case attorneys whether the defendant is eligible for intensive probation, this officer immediately contacts the defendant to set up an interview, checks the criminal history (both adult and juvenile) for any previous PSI reports; contacts any spouses or significant others living with the defendant and files the report within the established time limits.
- While conducting a PSI, and suspecting that the defendant is being less than truthful, this officer immediately explains the purpose of the PSI and the importance of providing accurate information; explains what collateral contact can be made to verify information; following the interview, this officer verifies any suspect information.

Behavioral indicators that performance is above departmental standards

- When an out-of-state county requests a home study of a minor's father who resides in county, this officer immediately prepares a letter in order to establish contact with the prospective placement; interviews the father and performs the background check and reports all findings to the requesting state officer, verifies that information is accurate and informative and includes any personal observations; maintains confidentiality and discretion throughout the process; offers to assist the out-of-state officer with any information that may be required.
- When interviewing a minor who was a victim of sexual assault, this officer employs interviewing and helping skills which enable him to obtain a victim impact statement in a manner which avoids adverse impact associated with any aspect of the interview.
- During a PSI, this officer collects accurate and complete information; checks the accuracy of the information with family members, former employers and others; makes contact with victims to ensure that every effort is being made to assist them; conducts complete and comprehensive criminal history checks; completes all reports under time limits and prepares other supplemental correspondence.

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Performance element numerical score 0

16

multiplied by the weighting factor

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Total Element Score

0

Performance Element:

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Case Documentation and File Maintenance - This performance element involves documenting case information and activities, including information obtained from offenders, collateral contacts and outside agencies; recording offender compliance with court-ordered conditions and other supervision requirements; insuring that case files accurately and completely reflect case activities.

Behavioral indicators that performance is in need of improvement

- During a client interview, this officer notes the contact but does not elaborate on the status of the case or make written notes on any additional information that was discussed during the visit.
- This officer's file material is placed loose in the file and is not held with any type of fasteners; file materials are out of order and not placed on the appropriate side of the file; files are difficult to locate when needed.
- This officer documents only the most important contacts or face-to-face visits; files are unstructured and difficult to decipher; case files are not accurate representations of the case.
- This officer's chronological notes are not kept up-to-date and are difficult to read, making it very difficult to determine the probationer's status regarding the plan of supervision and probation goals.
- When a defendant reports a week late and without requested paperwork and claims that he did not know he was supposed to do anything, this officer lacks sufficient case notes to determine what was told to the defendant at the last appointment and what was expected at the next appointment; there is no documentation of lack of compliance.

Behavioral indicators that performance meets departmental standards

- Throughout the duration of a case, this officer maintains a case file which documents all contacts with the defendant as well as collateral contacts; case notes or other documentation are completed at the time of contact or shortly thereafter; documentation includes elements of supervision planning as well as compliance thereto; the case file is maintained in a neat and uniform manner.
- This officer keeps case file entries up-to-date; entries directly relate to defender's progress in reference to the plan of supervision and order of probation, highlights items that are completed or are behind schedule.
- This officer's chronological notes are kept up-to-date, but sometimes the probationer's status regarding the order of probation and plan of supervision is not readily discernible.
- During a client interview, this officer notes all relevant information pertaining to the contact and does so within the prescribed time frames; personnel can easily understand the case documentation.

Behavioral indicators that performance is above departmental standards

- Throughout the duration of a case, this officer documents case information to include every telephone call, letter and collateral contact in a complete and concise manner; files are very well organized and reflect with detailed accuracy the status and activities of the case.
- During a client interview, this officer immediately notes all information pertaining to the visit, including the date, type of contact, information pertaining to the status of court rules, information pertaining to the status of the supervision plan goals and any additional information discussed during the visit; the case notes are written so that other probation officers can immediately understand the status of the case.
- For the duration of a case, this office's case documents are understandable and the content flows smoothly; documentation is verified and in chronological order of the date received; file material is placed on the appropriate side of the file; all files are accessible to any officer in the department who needs the file without having to search for it.

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Performance element numerical score

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Total Element Score

0

Performance Element:

10

Courtroom Duties- This performance element involves preparing for and appearing in court as directed; possessing and articulating knowledge and understanding of the case; testifying as required.

Behavioral indicators that performance is in need of improvement

- When called to testify in a violation proceeding, this officer is not able to answer a number questions put to him and must resort to reading case notes; is inarticulate and stumbling in speech and hesitant in his testimony.
- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer appears for the hearing but has not prepared to testify; when called to testify, this officer cannot answer questions put to him by the court.
- When summoned to testify on a petition to revoke probation of an offender who continues to use drugs, this officer is unable to provide testimony sufficient to support the allegations in the petition.

Behavioral indicators that performance meets departmental standards

- When called to testify in a violation proceeding, this officer is prepared and informed about the case and the defendant, but may not be able to answer all questions without qualifiers.
- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer reviews the entire content of the case file and appears in court ready to testify.
- When a defendant's probation is being revoked on technical violations, this officer is aware of the facts in the case and can testify fluently with the help of case notes; has documentation of verification of data.
- When called to testify without notice on a petition to revoke probation, this officer has some knowledge of the case and can testify to the basic facts of the case but may need to refer to the case file for details of the case.

Behavioral indicators that performance is above departmental standards

- When an officer is instructed to appear in court on a case in the event the court may want additional information, this officer has reviewed the entire case file in detail and is completely familiar with the status of all court-ordered conditions of probation, the offender's personal and family background and present condition and status.
- When a defendant's probation is being revoked on technical violations, this officer has such complete knowledge of the case that he can accurately state the dates of factual information without looking at notes; knows details of every aspect of the case; testifies confidently and smoothly when on the witness stand.
- When summoned to testify on a petition to revoke probation of an offender who continues to use drugs, this officer obtains admissions of use forms properly signed and documentation that proper confirmation tests were performed on time; discusses the consequences with the defendant and notes this discussion in the field case notes; has an accurate list of dates of use; exhibits an expert knowledge of substance and drug abuse and testifies in clear and accurate statements resulting in a revocation of the defendant's probation.

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Performance element numerical score 0

multiplied by the weighting factor 11 =

11

Total Element Score 0

Performance Element:

11

Conducting Staffings and Case Conferences - This element involves participating in case consultations with staff and/or other agencies to identify issues and propose resolutions.

Behavioral indicators that performance is in need of improvement

- During a department staff meeting to discuss workload problems and possible resolutions, this officer sits back and perhaps listens to others discuss problems and solutions, but offers no insight into the problems or resolutions possibilities.
- When the probation officer and the guardian (DCFS) have a difference of opinion regarding a case disposition, this officer does not accept any additional information available; stands on his position stubbornly without concern for the minor's best interest.
- During a staff meeting with a local mental health facility convened to discuss the defendant's progress in counseling, this officer reports to the meeting but is not familiar with the case; is unable to offer any suggestions or proposals to any of the identified problems.
- This officer may not attend educational staffing even though his input has been specifically requested by school personnel or other interested parties; or attends educational staffings but has little knowledge of the client's educational or social background; is unable to contribute any useful input with respect to the development of an individualized education plan.

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Behavioral indicators that performance meets departmental standards

- As a participant of a staffing with a local mental health facility convened to discuss the defendant's progress in counseling, this officer after having familiarized himself with the case attends the staff meeting and listens to other's comments regarding the case; offers viable suggestions or resolutions to any problems identified; this officer's recommendations are often adopted by mental health professionals.
- During a department staff meeting to discuss caseload problems and possible resolutions, this officer listens to others discuss the problem and suggests possible solutions; makes occasional pertinent comments and suggestions.
- While conducting staffings and case conferences, this officer can adeptly identify and prioritize problem areas; provides appropriate referrals to meet needs of clients; gives and receives constructive criticism.

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Behavioral indicators that performance is above departmental standards

- When the probation officer and the guardian (DCFS) have a difference of opinion regarding a case disposition, this officer calls a conference which includes the parents, DCFS and other interested parties to brainstorm the best interest of the minor, taking into account current behaviors exhibited; consults with the CMO for help in formulating a recommendation if a consensus is not reached; takes all information accumulated and prepares an informed recommendation with the minor's best interest in mind, even if unpopular with the others involved.
- While attending educational staffings for clients, this officer possesses a thorough knowledge of the client's educational and social background, is knowledgeable about available educational programs and alternatives; can provide information which is vital to and directly impacts the development of the client's individualized educational plan.
- While conducting staffings and case conferences, this officer demonstrates an unusual ability to accurately identify problems; is always ready with sound suggestions for resolving any identified problems; gives and receives constructive criticism and feedback without undue bias or defensiveness; other officers respect and seek this officer's advice in staffings.

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Performance element numerical score 0

multiplied by the weighting factor

5.3

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Total Element Score

0

Performance Element:

12

Statistics - This performance element involves gathering data for and preparing monthly statistical reports.

Behavioral indicators that performance is in need of improvement

- While preparing monthly statistical reports, this officer is *unorganized and must work frantically up until the last minute to compile the information.*
- This officer turns in monthly reports and waits to see if there are any questions from the supervisor before researching answers; does not verify accuracy of information until required to do so.
- This officer submits monthly statistical reports which contain errors; data does not accurately reflect case activity; reports are not submitted within the established deadlines.
- When the supervisor requests that the probation officer provide statistics which were misplaced for a period earlier in the year, this officer is unable to retrieve the information because it has been misplaced or lost due to disorganization; complains that such old information is unimportant.

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Behavioral indicators that performance meets departmental standards

- While gathering data and preparing monthly statistical reports, this officer gathers and organizes data in such a way that the information can be analyzed and utilized by his supervisor in the officer's absence; collates that data into accurate statistical reports which are submitted in accordance with departmental requirements.
- This officer maintains monthly statistics in a neat and correct manner; provides information to the supervisor within the specified time frame; maintains his filing system in a way which facilitates completion of the statistics.
- While gathering data and preparing monthly statistical reports, this officer has set cases where status is not up-to-date off to the side and is able to catch those cases up at the end of the month in time to meet deadlines.
- When the supervisor requests statistics which were misplaced for a period earlier in the year, this officer provides the requested information but requires some time to search the records.

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Behavioral indicators that performance is above departmental standards

- This officer has devised a unique statistics data collection system that facilitates completion of the monthly statistical reports well ahead of the required time limits and due dates; statistics are almost always accurate in every detail.
- This officer files all reports with the supervisor, the county board, judges and the state well ahead of the required deadlines; is able to verify all information on the report and can readily compile special reports such as recidivism rates and victim impact reports.
- In gathering data and preparing monthly statistical reports, this officer accurately enters all required data well before due dates; information is legible and has clear, concise notes which anticipate and verify or explain any questions the supervisor may have; has complete knowledge of the monthly report so as to be able without assistance to place any questionable statistics in the proper category; has the ability to explain those placements.
- When the supervisor requests that a probation officer provide statistics which were misplaced for a period earlier in the year, this officer can immediately refer to copies of the statistical reports kept for his own reference; is able to retrieve and deliver the information almost immediately.

6

7

Performance element numerical score

0

multiplied by the weighting factor

5.3

=

Total Element Score

0

SIXTH JUDICIAL CIRCUIT
High Risk / Sex Offender Officer

Scoring

Position: High Risk / Sex Offender Officer
 Employee Name: Name
 Evaluation Period _____
 Scored by: _____

Performance Elements

	<u>Numerical Score</u>	X	<u>Element Weight</u>	=	<u>Total Score</u>
1.	_____	X	<u>11</u>	=	<u>0</u>
2.	_____	X	<u>11</u>	=	<u>0</u>
3.	_____	X	<u>22</u>	=	<u>0</u>
4.	_____	X	<u>15</u>	=	<u>0</u>
5.	_____	X	<u>9</u>	=	<u>0</u>
6.	_____	X	<u>15</u>	=	<u>0</u>
7.	_____	X	<u>5.3</u>	=	<u>0</u>
8.	_____	X	<u>16</u>	=	<u>0</u>
9.	_____	X	<u>17</u>	=	<u>0</u>
10.	_____	X	<u>11</u>	=	<u>0</u>
11.	_____	X	<u>5.3</u>	=	<u>0</u>
12.	_____	X	<u>5.3</u>	=	<u>0</u>

TOTAL 0

Numerical Average 0

Overall Rating 0

SIXTH JUDICIAL CIRCUIT
Adult Probation Officer Performance Appraisal

Position: High Risk / Sex Offender Officer

Employee Name: Name

Evaluation Period:

Additional Evaluator Comments:

Employee Comments:
(Use back of form if necessary)

Employee Signature

Date

(Signature does not necessarily mean agreement with rating; it does however, signify review of instrument and the opportunity to discuss any questions regarding rating.)

Evaluator Signature

Date

Assistant Director of Court Services

Date

Director of Court Services

Date