

CSCDs Conduct Organizational Assessments

Three Texas Community Supervision and Corrections Departments (CSCD) decided to make organizational needs assessments a vital part of their long range planning.

Bowie County CSCD, Ft. Bend County CSCD and Tarrant County CSCD all contracted with MBA to conduct assessments of their departments.

MBA used an on-line Organizational Needs Inventory (ONI) survey instrument developed by Leadership Management International to collect information from department employees.

The ONI process includes a survey and a comprehensive report relating to three key areas for every organization. The survey is administered to a cross-section of the organization and measures participant feedback by how they currently view the organization and their view of the ideal for the organization in those three key areas.

See **Organizational Assessments** on page 2

Williamson County CSCD Contracts for In-House Training

Williamson County CSCD Director Marty Griffith is taking a cost savings approach to providing training for personnel within the Williamson County CSCD by bringing the training to the employee rather than sending the employee to the training.

Williamson County CSCD has contracted with MBA to conduct a full day of training at a site provided by their department. Dr. Mel Brown, MBA President and CEO, will be providing a half-day of training on *Ethics in Not Just a Word in the Dictionary* and a half - day of training on *Developing the Leader Within You*.

Departments who have 30 or more staff to train can reduce the cost per employee significantly by having MBA provide the training in-house rather than sending employees to training at another location. Not only is the in-house cost less than the registration fee for most off-site training, it virtually eliminates travel costs.

Agenda for Regional Training in Wichita Falls

The North Texas Regional Training for juvenile and adult probation personnel sponsored by the Wichita County CSCD has been scheduled for December 9-10, 2010 in the theater room of the Wichita County Museum in Wichita Falls, Texas. The agenda for the training is as follows:

December 9

8:30 am – noon -- Ethics Is Not Just a Word in the Dictionary

During this highly interactive workshop, participants will:

- Examine what ethics is and what it is not,
- Explore misconceptions about ethics,
- Engage in some ethical decision making exercises,
- Learn the principles of public service, and
- Discover some ethical decision making tools.

See **Wichita Falls** on page 3

Regional Training Expands to Other Regions

In response to a request from Darwyn Cooper, Director of the Harrison County Community Supervision and Corrections Department in Marshall, Texas, MBA began conducting training in Marshall for CSCD and juvenile probation personnel from agencies located in the Northeast Texas area with Harrison County CSCD serving as the host. In January, 2011, Harrison County CSCD will host its third MBA Regional Training program at the Center for Applied Technology in Marshall.

As a result of the response from agencies in Northeast Texas to the regional training in Marshall, MBA is scheduling regional training events around the state to be hosted by various CSCDs and Juvenile Probation Departments.

Polk County CSCD hosted a regional training event during September of this year. Other agencies which have opted to host future two-day events are Wichita County CSCD (December, 2010), Johnson County CSCD (January, 2011), Wharton County CSCD (January 2011), Jefferson County Juvenile Probation Department, (February, 2011), and Cameron County Juvenile Probation Department (date pending).

See **Regional Training Expands** on page 2

Midland County CSCD Contracts for 40 Hours of In-House Training

As an approach to saving cost while ensuring quality training for Midland County CSCD staff, Director Jed Davenport has contracted with MBA to provide 40 hours of in-house training for all probation officers and counselors.

MBA staff will work with Davenport to determine the topics for the in-house training program. Once the training topics have been determined, MBA will develop a curriculum outline for Davenport's approval. Upon approval of the curriculum outline, MBA will develop the content of the training.

The exact dates of the training have not yet been established, but the format of the training process will be to divide the training participants into two groups. Group one will participate in the first half of the training all day on Monday and Tuesday and half a day on Wednesday. Group two will complete the same 20 hours of training by attending Wednesday afternoon and all day Thursday and Friday.

The second twenty hour segment of the 40 hour training curriculum will be delivered in the same format with one half of the group attending all day on Monday and Tuesday and one-half day on Wednesday and the second group attending the training on Wednesday afternoon and all day Thursday and Friday .

See **Midland County CSCD** on page

"Try not to become a man of success but rather to become a man of value" —Albert Einstein

Organizational Assessments (continued from page 1)

According to MBA President and CEO Dr. Mel Brown, “the ONI photographs the current structure, leadership, and culture allowing decision-makers know how to guide the organization.

The results of the ONI can then be used by the leadership team to create a comprehensive organizational development plan that targets specific changes in attitudes and habits at the individual level to impact team performance and move the organization from where it is to where the organization’s leadership desires the organization to be.”

Ft. Bend County CSCD

When asked the reasons he decided to do an organizational needs inventory for the Ft. Bend County Community Supervision and Corrections Department, Director Mike Enax said that his goal was to discover how to improve a good department. Enax stated:

I was very fortunate to become the Director of a department that I view as being progressive, innovative and rich in talent. This is to the credit of my predecessor and the current management team. Stepping in to such an ideal situation makes the job of leading a department much less complicated in many respects. However, it also makes it difficult to identify areas that could be improved to satisfy my desire of making a department even better. So the question I faced was, how do I make a great department even greater?

During a discussion about my dilemma, Mel Brown suggested that I have an Organizational Needs Inventory (ONI) conducted. Based on the fact that I had already decided that the best approach was to go to the staff to get their input on how they felt we could improve, it now appeared that the ONI just might be the tool needed.

While Enax stressed that the Ft. Bend County CSCD was a strong department, he felt that the ONI helped him identify areas in which the department could improve. He has established monthly meetings with department managers “to discuss issues and formulate methods of providing improved services to clients in an effective and efficient manner” and has put into place a number of processes to ensure staff are kept apprised of what is going on in the field of probation as well as methods of improving the flow of communication to him from every area of the organization.

Enax pointed out that he found that MBA president Mel Brown’s working close with him in explaining and discussing each area of the results and in making MBA services available for any follow-up questions regarding the ONI was extremely beneficial.

Enax stated that he intended to continue to review and analyze the information provided by the ONI process and use it to continue to improve services provided by Ft. Bend County CSCD.

Tarrant County CSCD

Tarrant County CSCD Director Leighton Iles stated that he used the organizational assessment process because he wanted to increase communication within the department and to provide staff at all levels of the department an opportunity to assist in identifying concerns and solutions for improvement within the organization.

See Organizational Assessment on Page 3

Regional Training Expands (continued from page 1)

The responsibilities of the host agency include providing a training site furnished with appropriate training equipment, reproducing the note taking guide for each workshop and providing MBA with the street address of the training site for use in advertising and promotion of the training event.

In exchange for serving as the host agency, the agency receives scholarships for two of its employees to attend the regional training, and makes recommendations regarding training topics.

MBA staff and/or associates develop the curriculum, conduct the two days of training at the site provided by the host agency, develop note-taking guides for each of the workshops, advertise and promote the regional training, and manage the entire registration process.

Agencies interested in serving as the host for MBA regional training events can contact MBA offices at 936-273-0919 or info@melbrown.org.

Midland County CSCD (continued from page 1)

The advantages of providing the training in-house rather than sending employees to another location are multiple. Among them are:

- The training is specifically tailored to meet the needs of the department,
- All staff receive the same training,
- All staff get the training during the same week rather than over a longer period of time,
- The cost per employee for in-house training is less than the cost of sending employees to a conference for the same number of training hours.

For information about this approach to providing in-house training, contact MBA at 936-273-0919 or info@melbrown.org.



Contemplation Corner

by Mel Brown

In the August issue, we explored the importance of being a vision-driven organization so that everyone has a clear picture of where the organization is

going. In the September issue, we explored the importance of doing an organizational assessment to determine where the organization is in relationship to where the leadership teams desires for the organization to be.

This month’s column will explore how to move the organization from where it is to where to where you want it to be.

The first component of reshaping an organization’s culture so that it is in line with the organization’s vision is to ensure clear expectations. This includes (1) defining the role of senior management in leading the culture change, (2) identifying obstacles and sources of resistance and developing strategies for getting around them, and (3) an implementation plan with targets of intervention, timelines, milestones, and accountabilities.

The second component is providing employees with the skills and knowledge needed to meet the expectations.

See Contemplation Corner on Page 3

Organizational Assessment (continued from page 2)

Iles stated, “the organizational assessment and staff participation in the process validated many of the previous suggestions which had been discussed in the first six months of my tenure. It helped provide a blueprint for addressing issues within the organization and also provided an avenue for staff to participate in the process of implementing new ideas.”

When asked how he planned to use the results of the assessment, Iles said that the results of the assessment will actually begin the initial phases of the department’s strategic planning process. He said that they will start with reviewing the department’s vision statement and move into strategic planning thereafter. However, the department’s supervisors and managers have collectively reviewed the results and developed several action plans to address specific areas such as effective communication.

Bowie County CSCD

While Enax and Iles’ purposes were related to having recently been appointed as director of their departments, Jack Pappas, who has been the Director of the Bowie County Community Supervision Department for nearly eight years, had a different reason for deciding to do an organizational assessment.

Pappas stated,

I decided to have an ONI completed due to the rapid growth of our department with staff, programs, and merging of other departments. In the past six years we have acquired a 100 bed female SATF, Bowie County Juvenile Department (which at that time had a Detention Center), Bowie County Pre-Trial Services (County PR Bond Department), 3 Drug Courts, 2 Re-Entry Drug Courts, and a Mental Health Treatment Court. Our staff numbers went from around 40 to 140.

I wanted the different departments to be able to keep their identity as well feel a belongingness to one team or agency. There were many changes for the staff with re-organizing, changing duties, and improving services that could have caused all types of behavioral issues, performance, and emotions from excitement of something new to bitterness to all of the changes.

Pappas hoped to identify any needs or problem areas as well as the strengths of the department. He sought information to help the department’s leadership plan for the future by enhancing performance and productivity in both management and staff.

Pappas reported that one of the benefits from the ONI was the data showing that they had accomplished the goal of one team with separate identities for each department. There was a more positive attitude with some of the participants and active commitment to improving the organization as a whole. The needs identified validated the feelings that he had about areas which needed improvement. The assessment identified the department’s strengths as having a very creative, motivated, innovative staff that feel they are empowered and desire to improve in all areas.

Pappas reported, “My experience with MBA was ‘Quality Service’. Mel was very helpful with all questions and would spend as much time with me and department staff as needed. We had many thought provoking discussions about leadership, management, and department growth.”

Wichita Falls (continued from page 1)**1:30 pm - 5:00 pm – How to Be a Star Player on Any Team**

Every employer wants to hire individuals who have “Star Player” potential and who will make significant contributions to his/her organization. Star players are the ones who quickly come to the minds of administrators when they have vacancies in supervisory positions within their organizations. Understanding the concept of star performance is rooted with understanding what separates a star performer from an average one. During this workshop participants will:

- Discover what researchers have identified as false assumptions about star performers ,
- Identify what separates Star Performers from average performers,
- Learn the productive secrets of star performers,
- Secure tips for becoming a star performer, and
- Understand the components of a dream team.

December 10**8:30 am – noon -- Implementing Evidence-Based Principles and Practices in Community Corrections**

During this workshop, participants will:

- Learn what is meant by the terms “what works,” “best practices,” and “evidence based practices,” and the distinctions between them,
- Define “criminogenic needs” and gain an understanding of how to address these needs in their supervision plans,
- Explore the eight principles of effective intervention,
- Gain an understanding of how to apply the principles of effective intervention,
- Identify the components of correctional interventions, and
- Learn the recommended guidelines for implementing effective interventions.

1:30 pm – 5:00 pm -- Officer Safety in the Office and in the Field

Safety is a major concern for every juvenile and adult probation officer. During this interactive workshop, participants will:

- Discuss the various issues related to staff safety,
- Explore scenarios which require application of staff techniques,
- Focus on projecting a demeanor which minimizes risk for oneself and others, and
- Discover techniques for field work that include assessing risk for neighborhoods, homes, and people.

The registration form for this training is located on page 5.

Contemplation Corner (continued from page 2)

The third component is monitoring to ensure expectations are being met.

The fourth component involves developing a plan to eliminate the discrepancies between what should be occurring and what is actually occurring. The successful administrator involves the key players in developing this plan.

The fifth component is accountability. Not only should employees be held accountable for performing their duties consistent with the vision, but senior management must be modeling and teaching accountability.

TRAINING CORNER

MEL BROWN AND ASSOCIATES



For information regarding MBA trainings contact Renea Morte, 936-273-0919 or rmorte@melbrown.org. Registration form located on page 5.

North Texas Regional Training for Adult and Juvenile Probation Personnel, December 9-10, 2010, Wichita Falls, Texas. Hosted by Wichita County CSCD.

Central Texas Regional Training for Adult and Juvenile Probation Personnel, January 12-13, 2011, Cleburne, Texas. Hosted by Johnson County CSCD.

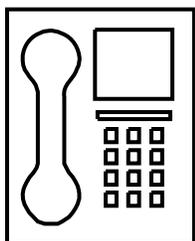
Northeast Texas Regional Training for Adult and Juvenile Probation Personnel, January 25-26, 2011, Marshall, Texas. Hosted by Harrison County CSCD.

Southeast Regional Training for Adult and Juvenile Probation Personnel, January 27-28, 2011, Wharton, Texas. Hosted by Wharton County CSCD.

Southeast Regional Training for Juvenile and Adult Probation Personnel, February 9-10, 2011, Beaumont, Texas. Hosted by Jefferson County Juvenile Probation Department.

South Texas Regional Training for Juvenile and Adult Probation Personnel, Date Pending, San Benito, Texas. Hosted by Cameron County Juvenile Probation Department.

MBA TELEPHONIC CONFERENCE CENTER



Courses offered at the MBA Telephonic Conference Center can be taken without leaving the comfort of your home or office. For Information re: telephonic courses contact Renea Morte at 936-273-0919 or rmorte@melbrown.org. A registration form is located on page 5.

Courses offered through the telephone conference center meet one hour per week for four consecutive weeks. Upon receipt of registration form and fee, the participant will be sent a course guide, a telephone number to call and a password that provides access to the class.

Developing an Organizational Vision, 10 am - 11 am, November 9, 16, 23 & 30, 2010.

Effectively Shaping Organizational Culture, 2 pm - 3 pm, November 29, and December 6, 13 & 20, 2010.

The Leader As Coach, 10 am – 11 pm, February 1, 8, 15, and 22.

Developing Collaborative Relationships with Other Agencies, 2 pm. – 3 pm, February 1, 8, 15 and 22.

--Quotes to Live By--

"So live that you would not be afraid to sell the family parrot to the town gossip." –Mark Twain

"To change is difficult. Not to change is fatal"--Anonymous

Correctional Management Institute of Texas

38th Annual Chief Probation Officers Conference
Corpus Christi, Texas, Oct. 3-6, 2010, Contact Amanda Bilnoski, 936-294-1227 or bilnoski@shsu.edu.



Mid-Management Leadership Program,
Huntsville, Texas, October 3-8, 2010, Contact Robin Dulock, 936-294-3073 or dulock@shsu.edu.

Texas Probation Association

Annual Conference, Austin, Texas, April 3-11, 2011, contact Robin Dulock, 936-294-3073 or dulock@shsu.edu.



National Partnership on Juvenile Services

16th National Symposium on Juvenile Services San Antonio, Texas, October 10-13, 2010, Contact NPJS, 2220 Nicholasville Road, Suite 110-333 Lexington, KY,40503 or 859-333-4209 or npjs@me.com.



NPJS is providing a special rate for Texas residents.

Texas Corrections Association

2010 Mid-Winter Conference, Austin, Texas December 2-3, 2010. Contact Chuck Space, 512-346-5820 or info@txcorrections.org.



MENTORING AND EXECUTIVE COACHING SERVICES

Why use Mel Brown as an Executive Coach or mentor?

In addition to being credentialed as a coach by Corporate Coach University, Inc. and by the renowned Val Hasting School of Professional and Personal Coaching, two of the top coaching schools in the country, Mel Brown

- has 40 years experience in the field of criminal justice,
- has served as Director of both juvenile and adult probation departments,
- is a recognized leader in the field of criminal justice,
- has served as a member of the Commission on Accreditation for Corrections,
- has served as an adjunct faculty member in the College of Criminal Justice at Sam Houston State University, the Criminal Justice Department at The University of Texas at Arlington and in the College of Juvenile Justice and Psychology at Prairie View A&M University; and
- has been approved by the National Institute of Corrections as an Executive Coach.

For information regarding coaching services, contact Mel Brown and Associates
Tel: 936-273-0919 or Email: coach@melbrown.org and ask for a complimentary session.

Registrant Information – Please Print

M
B
A **Registration
Telephonic Conference Center**

Name: _____ Title: _____

Department: _____

Street Address: _____

City: _____ State: _____ Zip: _____

Business Telephone: _____ Fax Number: _____

E-Mail Address: _____

Complete form and submit with check to: Mel Brown and Associates, 490 Charleston Park, Conroe, Texas 77302

Please indicate the course for which you are registering

Early registration \$99.99 Regular Registration \$120

___ Developing an Organizational Vision
10 am-11 am, November 9, 16, 23 & 30
Early Registration ends October 15, 2010

___ Effectively Shaping Organizational Culture
2 pm-3pm, November 29, December 6, 13, & 20.
Early Registration ends November 1, 2010

___ The Leader as Coach
10 am-11am, February 1, 8, 15 & 22, 2011
Early Registration ends January 4, 2011

___ Developing Collaborative Relationships with Other Agencies
2 pm-3 pm, February 1, 8, 15 & 22, 2011
Early Registration ends January 4, 2011

Registrant Information – Please Print

Regional Training for Juvenile Probation and CSCD Personnel

<p><u>December 9-10, 2010</u> Training Site Wichita County Museum 720 Indiana Street Wichita Falls, Texas Hosted by Wichita County CSCD Early Registration Ends 11/12/10</p>	<p><u>January 12 & 13, 2011</u> Training Site Johnson County CSCD 103 S. Walnut Street Cleburne, Texas Hosted by Johnson County CSCD Early Registration Ends 12/12/10</p>	<p><u>January 25-26, 2011</u> Training Site Center for Applied Technology 2660 East End Blvd South Marshall, Texas Hosted by Harrison County CSCD Early Registration Ends 12/28/10</p>	<p><u>January 27-28, 2011</u> Training Site Wharton County Library 1920 North Fulton Wharton, Texas Hosted by Wharton County CSCD Early Registration Ends 12/28/10</p>
--	---	--	--

Early Registration:
One Day -- \$100.00.
Both Days -- \$150.00.

Regular Registration
One Day --\$120.00
Both Days -- \$180.00.

Training for which you are registering: _____ Both Days ___ 1st Day ___ 2nd Day ___
(location)

Name: _____ Title: _____

Department: _____

Street Address _____

City: _____ State: _____ Zip _____ E-Mail Address: _____

Business Telephone _____ Fax Number: _____

Complete Form and Submit with Check to:
Mel Brown and Associates
490 Charleston Park
Conroe, Texas 77302