

TJJD Board Selects Reilly to Lead Agency

On Friday, August 22, the Board of the Texas Juvenile Justice Department (TJJD) voted unanimously to appoint David Reilly as the agency's new Executive Director.



David Reilly

Effective October 1, 2014. Reilly, who has served as the agency's interim Director since May 12, 2014, will continue to serve in that capacity until October 1 when the new appointment becomes effective.

Prior to joining TJJD as interim Director, Reilly served as the Chief Juvenile Probation Officer for Bexar County in San Antonio, where he directed Bexar County's juvenile probation office for nearly 17 years. The Bexar County department has 680 employees and operates three secure juvenile facilities, serving both pre-adjudication and post-adjudication youth.

TJJD Board Chairman Scott Fisher said the board enthusiastically voted to retain Reilly, noting his commitment

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MBA Completes Program Evaluation for Webb County JPD

As part of her emphasis on ensuring that programs and facilities operated by Webb County (TX) Juvenile Probation Department perform as effectively and efficiently as possible, Webb County Chief Juvenile Probation Officer Melissa Mojica contracted with MBA to conduct a program evaluation of the department's juvenile detention center.



See Webb Page 6

Angelina County CSCD Contracts with MBA for Organization Needs Assessment



Angelina County Community Supervision and Corrections has contracted with MBA to conduct an organizational needs assessment for their department. According to MBA President/CEO Dr. Mel Brown, MBA employees are currently developing the structured interview questionnaire to be used during the assessment and will begin meeting with employees on September 11.

Marcy Anthony, Director of the Angelina County CSCD, said "Being a new director, I wanted to see what direction my department is going or needs to be going. I have sat back this past year and watched how the department has run and developed and followed the policies of the previous director. I felt it was time for me to see which direction the department

See Angelina Page 5

Brown to Teach SHSU Course in Organization and Administration

MBA President/CEO Dr. Mel Brown will be serving as an adjunct faculty member in the College of Criminal Justice at Sam Houston State University and will be teaching in the degree program that leads to Master of Science in Criminal Justice Leadership and Management.



Mel Brown

The program is designed for persons in mid-management positions in criminal justice agencies or for those who have a reasonable expectation of being promoted to such a position. It serves practitioners whose jobs and family commitments prevent them from returning to campus as full-time students. The Master of Science program restructures classroom hours allowing the fully-employed

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Gregg County CSCD Regional Self-Defense Training Rescheduled

The MBA Regional Self-Defense course designed for probation personnel and hosted by Gregg County Community Supervision and Corrections Department originally scheduled for September 24th and repeated on September 25th has been rescheduled to November 18th and 19th.

MBA apologizes for the inconvenience. The rescheduling was done to accommodate the need for so many CSCD personnel to attend the CJAD training on the Texas Risk Assessment System (TRAS) being implemented for use by CSCDs.

A registration form and the location and cost of training are on page 7.

Williamson County JPD to Host Training: How to Be a Super Supervisor

On November 3-4, 2014, Williamson County Juvenile Probation Department in Georgetown, Texas will be hosting training on "How to Be a Super Supervisor." The training is open to supervisors, assistant supervisors and potential supervisors.

Topics for the two day training event, which will be facilitated by MBA President/CEO Dr. Mel Brown, include: "Developing Credibility as a Supervisor," "Making Your Meetings More Productive," "Using Performance Appraisals to Actually Increase Performance," and "Assessing and Addressing Performance Problems."

A registration form and the cost and location of the training can be found on page 8.



Contemplation Corner

By
Mel Brown, Ph.D.

Evidence-Based Leadership Part 4

In the June column we began our focus on Evidenced-Based Leadership and discussed Jim Kouzes and Barry Posner's research and findings in the area of leadership. As a result of their research, they identified what they labeled as *The Five Fundamental Practices of Exemplary Leadership*. Those practices are:

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enabling Others to Act
- Encourage the Heart

In July we discussed the first of the five principles--Model the Way and in August, we discussed the second -- Inspire a Shared Vision. This month we will discuss the third principle -- Challenge the Process.

One of the things Kouzes and Posner discovered in their research is that when they asked people to tell them about "personal-best experiences and they could discuss any leadership experience they chose--past or present; unofficial or official; in any functional area; in any community, voluntary, religious, health care, education, public sector; organization--the respondents elected to talk about times of change, underscoring the fact that leadership demands changing the "business-as-usual" environment.

When people think about their personal bests they automatically think about some kind of challenge because when times are stable and secure, they are not severely tested. Certainty and routine breed complacency. Personal and business hardships have a way of making individuals come face to face with who they really are and what they are capable of becoming.

What leadership actions are required to establish a culture that is characterized by challenges, energy, excitement, determination, inspiration, and innovation? In previous columns we discussed the need for shared values and a shared vision. What the research also reveals is that to search for opportunities to get extraordinary things done, leaders make use of four essentials:

- Seize the initiative,
- Make challenge meaningful,
- Innovate and create, and
- Look outward for fresh ideas.

Seize the Initiative: When people in the Kouzes and Posner study were asked, "What five or six words would you use to best describe the character (the feel, the spirit, the nature, the quality) of your personal-best leadership experience?" the words most frequently used were challenging, rewarding, and exciting. Words signifying conviction (dedication, intensity, commitment, determination, persistence) and passion (inspiring, uplifting,

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Contemplation (Continued from Right Hand Column)

motivating, energizing) also appeared regularly. Unique, important, proud, and empowering got their fair share. Over 95% of the cases were described in these terms. No one ever used terms like boring, dull, unsatisfying, ordinary, indifferent, apathetic, or routine. Humdrum situations simply are not associated with award winning performances.

Leadership bests are filled with stress. Although people described their projects as exciting, about 20% also call them frustrating, and approximately 15 percent say that their experiences aroused fear or anxiety. But instead of being debilitated by the stress of a difficult experience, leaders were challenged and energized by it. Stress always accompanies the pursuit of excellence. Disruptive change demands significant commitment and sacrifice, but the positive feelings associated with forward progress generate momentum that enables leaders to ride out the storm.

People who speak out and challenge the status quo have a belief in their ability to do something about the situation they face. People who are high in self-efficacy--who consider themselves capable of taking action in a specific situation--are more likely to act than those who are not. The most important way leaders can create this can-do

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TJJD (Continued from Page 1)

to youth, professionalism and knowledge of the juvenile justice system both in San Antonio and while serving as the TJJD interim Director.”

“David is an innovator and widely respected in the juvenile justice field,” Fisher said. “His outstanding record of service while leading the Bexar County Juvenile Probation Department and the leadership he provided to our agency while serving as our interim Director all point to his continued success. We are fortunate to have a person with his vision and dedication to public service to lead us in the coming years.”

Reilly’s academy credentials include a Bachelor of Arts degree in Psychology from St. Mary’s University in San Antonio with a B.A. degree in Psychology and a Master of Social Work degree from Our Lady of The Lake University.

In the prepared remarks that Reilly made to the TJJD Board following his appointment, he said, “I want to advocate to the Legislature and other stakeholders for an opportunity to stabilize. This Board and the staff have had to focus on so much transition, so much change, all of which taken together, takes focus from the mission of the agency. We need time to focus on the mission—to create a safer Texas utilizing a continuum of services that promotes positive youth outcomes”.

Some of the ideas he presented to the board included:

- maintaining a funding balance between the front end and subsequent stages of agency interventions, all the way through parole services;
- advocating for a method of funding the necessary number of front line JCOs in order to ensure a more acceptable level of health and safety and that would also contribute to reducing the level of turnover with which the organization now struggles;
- increasing the agency’s opportunities to keep kids close to home by having a greater array of options available that would enable us move more younger offenders more quickly into contract placements that serve the younger population uniquely and allow them to remain close to their homes so that the critical family work can be better accomplished, and for youth with mental health needs so they too may receive the services they need and remain close to their families and home communities;
- establishing a new focus on aftercare in probation and parole to more effectively address and reduce recidivism; and
- continuing to maintain and build upon our partnerships with the probation departments across the state in helping to identify and replicate best practices and ask for their assistance in helping, as a

Continued on page 6

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Comments Worth Sharing

In the June, 2013 issue *The MBA Dispatch* launched a new column which contained the following announcement:

“Comments Worth Repeating” is a new column that will appear periodically in *The MBA Dispatch*. It will contain comments from *The MBA Dispatch* readers, training participants or MBA clients. Only comments for which we have been granted permission to use will be printed in the column.

With this issue, the column has been renamed, “Comments Worth Sharing.”

The comments worth sharing for this issue were taken from an email from Catherine Sikora, Deputy Director of the Orange County Community Supervision and Corrections Department in Orange, Texas. Sikora wrote:

As you know I attended the Mid-Management Leadership Development Program offered by CMIT in April of 2013. At that time you did a presentation on Employee Performance Problems. This included a model designed to help a supervisor analyze employee performance problems to arrive at a decision on the most beneficial way to resolve the issue. I had the opportunity to use the model on two occasions. I

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Contemplation (Continued from page 2)

attitude is by providing opportunities for people to gain mastery on a task one step at a time. Training is crucial to building self-efficacy and to encouraging initiative. During periods of rapid change it may seem as though there's no time to stop for training, but this short-term thinking is sure to doom the organization. The best leaders know that the investment in training will pay off in the long term. People can't deliver on what they do not know how to do.

Leaders must be agents of change. Stuff happens in organizations and in our lives. Sometimes we choose it; sometimes it chooses us. People who become leaders do not always seek the challenges they face. Challenges also seek leaders. It is not so important whether you find the challenges or they find you. What is important are the choices you make. The question is: "When opportunity knocks are you prepared to open the door?"

Seizing the initiative has absolutely nothing to do with position. It is about attitude and action.

Make Challenge Meaningful Leadership and challenge are inextricably linked. As mentioned in earlier columns, leadership and principles are inextricably linked. The implication is clear. The leaders people admire are ones who have the courage of their convictions. What is just as important to constituents as having leaders with values is having leaders who stand up for those beliefs during times of intense challenge and radical change.

Leadership is not about challenge for challenge's sake. It is not about shaking things up just to keep people on their toes. It is about challenge with meaning and passion. It is about living life on purpose.

What Kouzes and Posner's research, and that of numerous others, reveals is that if people are going to do their best, they must be internally motivated. The task or project in which they are engaged must be intrinsically engaging. When it comes to excellence, it is definitely not "what gets rewarded gets done." It is "What is rewarding gets done." You can never pay people enough to care--to care about their products, services, communities, families, or even the bottom line. "True leaders tap into people's hearts and minds, not merely their hands and wallets."

Innovate and Create Rosabeth Moss Kanter, a Harvard Business School professor, investigated the human resource practices and organizational designs of innovation-producing organizations, seeking to learn what fostered and what hindered innovation in the U.S. corporation. Her study and Kouzes and Posner's study were done independently of each other, in different regions and periods in time and with different purposes. Kouzes and Posner were studying innovation. Yet, amazingly, both studies arrived at similar conclusions: leadership is inextricably connected with the process of innovation, of bringing new ideas, methods, or solutions into use.

Continued on Page 5

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SHSU (Continued from Page 1)

person to earn a Master of Science degree in Criminal Justice Leadership and Management program in two years. The degree program is offered in two delivery formats: weekend or online. Brown will be teaching a course in organization and administration in the weekend program.

Brown said, "I am extremely pleased to be serving as an adjunct faculty member at SHSU again. At MBA our focus is on equipping individuals and organizations to accomplish their visions, missions and goals. To accomplish that, we provide services that include organizational assessments, program evaluations, staff development, executive and leadership coaching and other types of technical assistance. I think the knowledge that we use in many of the things we do can easily be transferred to the classroom setting and better prepare students to be effective administrators. Having served as an administrator of a criminal justice agency will also allow me to bring real world experience to the classroom."

"On the other hand, serving as an adjunct faculty member will make it easier for me to keep up with the current thought in organizational administration which will make me a more effective administrator of my own company and will enable us to better assist the organizations our company serves."

Contemplation (Continued from Page 4)

In leadership, innovation is seen as more critical than any other strategic lever. Furthermore, “receptivity to innovation and new ideas” is the third most influential work-environment characteristic in recruiting, retaining, engaging, and motivating employees--after only “credible leadership” and “accessible leadership.”

The opportunity to change the business-as-usual environment is fertile soil for leadership. The challenge of creating a new way of life is intrinsically motivating to leaders and constituents alike. Routines get people into ruts, dull their senses, stifle their creativity, constrict their thinking, remove them from stimulation, and destroy their ability to compete.

We can't live without routine work; however, those few essential routines that serve the key values of the organization should be worshipped. Those that do not should be rooted out. If organizations are to make progress, leaders must be able to detect when routines are becoming dysfunctional. They must be able to see when routines are smothering creative planning and blocking necessary advancement.

Look Outward for Fresh Ideas. Leaders must always be actively looking and listening to what is going on around them for even the fuzziest sign or weakest signal that there is something new on the horizon. If leaders are going to detect demands for change, they must use their “outsight.” They must stay sensitive to the external realities.

The quest for change is an adventure. It tests people's skills and abilities. It brings forth talents that have been dormant. Exemplary leaders, therefore, are proactive: they actively seek and create new opportunities. Leaders, by definition, are out in front of change, not behind it trying to catch up. Innovation and leadership are nearly synonymous. Leaders should always be asking “What's new? What's next? What's better?” That is where the future is and that should be the exemplary leader's focus.

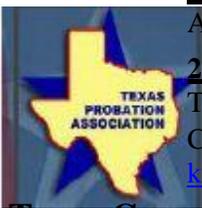
ASSOCIATIONAL CONFERENCES

Texas Probation Association

2015 Annual Conference, Austin, Texas
April 12-15, 2015.

2015 Legislative Conference, Houston,
Texas August 9-12, 2015

Contact Kathleen Gilbert at 936-294-1073 or
kgilbert@shsu.edu.



Texas Corrections Association

2014 Mid-Winter Conference, Austin, Texas
November 20-21, 2014.

2015 Annual Conference, San Antonio
Texas, June 5-8, 2015



Contact Chuck Space at space@epci.com or 512-346-5820

Angelina (Continued from Page 1)

needs to go now to continue to grow and develop. The last thing I wanted was for us to become complacent. I had discussed my concerns with several other directors throughout the State, and they recommended I contact Dr. Mel Brown to get his opinion on what my first step should be. I have attended many workshops taught by Dr. Brown and have always been impressed with his knowledge of the probation field. I felt his company was the best fit for what I was looking for.”

“I don't know which way I should take the department until I know where we are as a whole and as individuals. I also feel it is not just my department but the employees as well. If I don't have happy, productive employees, we will not have a productive department. I felt I could get a better idea of what my staff's concerns, needs, and ideas were if I brought in a neutral third party to gather that information for me. I wanted an honest assessment of the direction we need to go. This assessment will give me a better idea of where I need to start in developing my employees and the department.”

In conducting the assessment, MBA will use a multi-method approach. The assessment will include face-to-face interviews using a structured interview survey, an online survey instrument developed and validated by Leadership Management International, and reviewing various CSCD documents such as policy and procedure manuals, department vision and mission statements and other relevant materials.

Brown, said, “we are excited about the opportunity to work with Mrs. Anthony and her staff and to provide them with the information that will help them as they plan for the future of their department ”

Happy Labor Day!!

Correctional Management Institute of Texas

2nd Annual Chief Probation Officers Conference, Galveston, Texas, October 5-8, 2014. Contact Amanda Bilnoski at 936-294-1227 or Bilnoski@shsu.edu.



Juvenile Justice Association of Texas

2014 Fall Conference, South Padre Island, Texas, October 19-24, 2014. Contact Deborah Trotter at Deborah.trotter@co.travis.tx.us or 512- 854-7069.



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TJJD (Continued from Page 3)

state, to better address the issues we all face in providing services to the less populated areas of Texas.

Reilly stated that he will “also look at operational efficiencies — both to continue the merge in very specific ways, and to ensure that we are simply operating as efficiently and effectively as possible.”

He also informed the board, “In the coming days, I will more firmly formulate these ideas in collaboration with senior management and I will engage all of our stakeholders in helping to continue the progress this agency has achieved.”

Webb (Continued from page 1)

In approaching MBA about the project, Mojica said she wanted to obtain a third party, objective view of her operations which included recommendations to help her address any needed changes.

Using a multi-method approach which included structured interviews with both staff and detained juveniles, direct observation of operations on all shifts including weekends

Continued in right hand column

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and reviews of department documents, such as the department's policy and procedure manual, resident handbooks, and documentation of activities, MBA was able to deliver a report which included not only program strengths and areas that needed improvement, but also included recommendations on how to address the findings detailed in the report.

Comments Worth Sharing (Continued from Page 3)

found when using it that I was able to quickly get to the heart of the issue and implement a training regimen that allowed the problem to be solved and the employee to reach their maximum potential in the areas indicated.

Thank you so much for the time and energy you put into the presentation and the model. I will continue to use it to assess and address issues with staff.

Have a great day!

Catherine M. Sikora, Deputy Director
Orange County CSCD

Since MBA's mission is “equipping individuals and organizations to accomplish their visions, missions and goals,” we love receiving emails like this so that we can share our success stories.

MBA REGIONAL TRAINING OPPORTUNITIES

(Registration Form at Bottom of Page)

MBA Regional Training Event, November 18, 2014 – Self Defense for Probation Personnel. Longview, Texas, (Hosted by Gregg County CSCD). For information contact us at info@melbrown.org or 936-273-0919.

8:30 am – noon *I WILL SURVIVE!* Making the Continuum of Force “Come Alive!

1:30 pm – 5 pm *I WILL SURVIVE!* (Continued)

MBA Regional Training Event, November 19, 2014 – Self Defense for Probation Personnel. Longview, Texas, (Hosted by Gregg County CSCD). For information contact us at info@melbrown.org or 936-273-0919. **Note the November 19 workshop is a repeat, not a continuation, of the November 20 workshop.**

8:30 am – noon *I WILL SURVIVE!* Making the Continuum of Force “COME ALIVE!”

1:30 pm – 5 pm *I WILL SURVIVE!* (Continued)

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November 18, 2014

Training Site

Gregg County CSCD

103 W. Whaley,

Longview, Texas

Hosted by Gregg County CSCD

Early Registration Ends

10/17/14

November 19, 2014

Training Site

Gregg County CSCD

103 W. Whaley,

Longview, Texas

Hosted by Gregg County CSCD

Early Registration Ends

10/17/14

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“I Will Survive: Making the Continuum of Force Come Alive!”

Early Registration

\$100.00

Regular Registration

\$120.00

Date for which you are registering: ___ November 18th ___ November 19th

Note: Please wear loose fitting clothes and tennis shoes for this training.

Name: _____ Title: _____

Department: _____

Street Address _____

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

Business Telephone _____ Fax Number: _____

Complete Form and Submit with Check or Purchase Order Number to:

Mel Brown and Associates

490 Charleston Park

Conroe, Texas 77302

Email info@melbrown.org or Fax # 936.273.0919

MORE MBA TRAINING OPPORTUNITIES

(Registration Form at Bottom of Page)

How to Be a Super Supervisor November 3-4, 2014, Georgetown, Texas (Hosted by Williamson County Juvenile Probation Department) for Additional information, contact us at info@melbrown.org or 936-273-0919

November 3, 2014

8:30 – Noon Developing Credibility as a Supervisor
1:30 – 5 pm Making Your Meetings More Productive

November 4, 2014

8:30 – Noon Using Performance Appraisals to Actually Increase Performance
1:30 – 5 pm Assessing and Addressing Performance Problems

Executive Leadership and Management Skills for Directors and Assistant Directors of Small to Medium Size Departments, January 12-13, 2015, Crockett, Texas (Hosted by Houston County Juvenile Probation Department). For information contact us at info@melbrown.org or 936-273-0919*

January 12, 2015

8:30 – noon To be determined
1:30 – 5 pm To be determined

January 13, 2015

8:30 – noon To be determined
1:30 – 5 pm To be determined

*MBA Staff are soliciting input from Directors of small to mid-size CSCDs and JPDs regarding topics for the training which will be announced in a future issue of *The MBA Dispatch*. Suggestions regarding topics can be submitted to ceo@melbrown.org.

Quote to Remember

“The only way to do great work is to love what you do.” ~Steve Jobs

November 3-4, 2014

Training Site
 Williamson County
 Juvenile Services Center
 200 Wilco Way
 Georgetown, Texas
 Hosted by Williamson County JPD
**Early Registration Ends
 10/3/14**

January 12-13, 2015

Training Site
 Crockett Civic Center
 1100 Edminston Drive
 Crockett, Texas
 Hosted by Houston County JPD
**Early Registration Ends
 12/12/14**

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\$200.00

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