

MCSO Asks for Repeat of Super Supervisor Training



Following feedback from participants in the May 18-19, 2015 training on "How to Be a Super Supervisor" hosted by the Montgomery County Sheriff's Office's Training Academy, Academy Director Lt. Kenneth Culbreath

requested that MBA offer the training again on August 24-25, 2015 so that more supervisors from the Sheriff's Office can attend the training.

See Repeat on Page 3

Space Still Available in Regional Training Event in Cleburne

There are still some spaces available in the June 24-25, 2015 MBA Regional Training Event hosted by Johnson County Juvenile Probation Department.

The training schedule and titles of the topics for the training can be found on page 8 and a registration form along with

See Cleburne on Page 10

Registration Now Open for Smith County Regional Training

MBA offices have begun to accept registrations for the July 15-16, 2015 Regional Training Event hosted by Smith County Juvenile Probation Department in Tyler, Texas.

This is the second of three regional training events to be hosted by SCJPD during 2015. The third event has been scheduled for November 4-5. While topics for the November training have not been determined, topics for the July 15-16 training can be found on page 8 of this issue of *The MBA Dispatch* and a registration form and the location and the cost of registration appear on page 9.

MBA Training at GCTC Rescheduled



According to MBA President/CEO Dr. Mel Brown, he and Johnny Munoz, Gulf Coast Trades Center's Director of Marketing and Admissions, decided that the MBA Training originally scheduled at the GCTC campus on June 1-2 has been rescheduled to August 3-4, 2015. See GCTC on Page 4

NPJS Webinar on Building Staff Capacity

The National Partnership on Juvenile Services, an alliance of Educators, Trainers, Detention, Corrections, Residential Treatment and Community Based professionals in juvenile justice, is offering a free webinar on Building Staff Capacity from 2 p.m. to 3:30 pm eastern time, June 17, 2015.

See NPJS on Page 6

Mel Brown and Associates: Equipping Individuals and Organizations to Accomplish Their Visions, Missions and Goals

Lyons Named CJ Dean at SHSU

Phillip Lyons, a MBA Associate and a Professor of criminal justice at Sam Houston State University, has been named Dean of SHSU's College of Criminal Justice and Director of its affiliated Criminal Justice Center effective September 1, 2015.



Phillip Lyons

In making the announcement this past month, SHSU Provost and Vice President for Academic Affairs Jaimie Hebert said, "As we embark on a new chapter in the college, I am confident that Dr. Lyons will work to ensure the continued success of the college and center and will develop a comprehensive strategy that incorporates the diverse strengths and aspirations of the faculty and staff."

See Lyons on Page 7

Michigan Governor Signs Bill Allowing Youth to Clear Criminal Record

This past month Michigan Governor Rick Snyder signed House Bill 4069 which expands a program for youthful offenders that allows them to have their criminal record cleared if they serve their sentence without incident.



Gov. Rick Snyder

The bill package expands the age of eligibility under the Holmes Youthful Trainee Act (HYTA), See Michigan on Page 4

Texas Passes Bill Reducing TJJD Population

On May 31, the Texas Senate unanimously approved Senate Bill 1630 by state Sen. John Whimire, D-Houston. The bill could greatly reduce the number of youth in state facilities operated by the Texas Juvenile Justice Department (TJJD).

According to Whimire, officials have identified 35 regional centers across Texas that could hold offenders under the new

See Population on Page 7

Texas Legislature Fails to Raise Age of Culpability

In spite of a recommendation in the House Committee on Criminal Jurisprudence's [Interim Report to the 84th Legislature](#) and the introduction of a number of bills which would raise the age of criminal culpability from 17 to 18 years of age, the measure failed to pass the Texas Legislature during Texas' 84th legislative session.

Texas remains as one of nine states which automatically classifies 17 year-olds as adults.

See Culpability on Page 10



Contemplation Corner

By
Mel Brown, Ph.D.

Improving Employee Performance Through Feedback

During the workshops I conduct for organization executives, managers and supervisors, a major concern is frequently how to become more effective in raising the quality of the performance of the people they supervise.

In addressing the concerns of the workshop participants, one of the things I point out is that employees are not mind readers. If they are not performing as their supervisor expects, then they must be provided with appropriate feedback.

An effective organization functions like a team in which the organization's executives, managers and supervisors must coach their employees to increasingly higher levels of performance.

With tongue in cheek, I tell workshop participants, "A good coach knows that, regardless of what Wheaties tells you, feedback is the breakfast of champions!"



Good coaches also know that in order to have a winning team, the players need to know what their job is, (job descriptions, policies and procedures and new employee orientation), non-performance or poor performance is addressed, and feedback is not limited to addressing only non-performance or poor performance. Good performance also needs to be recognized and rewarded.

The term "feedback" is often used to describe all kinds of comments made after the fact, including advice, praise, and evaluation. However, these actions may or may not include feedback. Feedback is actually communication to a person or a team of people regarding the effect their behavior is having on another person, the organization, the customer, or the team.

Positive feedback involves telling someone about good performance and should be given frequently.

Corrective feedback alerts an individual to an area in which his/her performance could improve. Corrective feedback is not criticism; it is descriptive and should always be directed to the action, not the person. Its purpose is to help people understand where they stand in relation to expected and/or productive job behavior.

Effective feedback contains six key ingredients. Those ingredients are timeliness, specificity, a focus on behavior rather than personality, honesty, helpfulness and consistency.

Timeliness: Whether the feedback is positive or corrective, the information provided should be as closely tied to the event as possible. Effective feedback is well timed so that the employee can easily connect the feedback with his/her actions.

See Contemplation on Page 3

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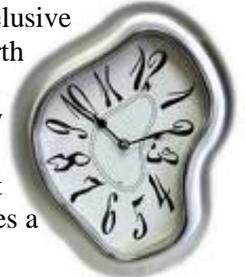
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Worth the Time

Realizing that busy executives and mid-managers do not always have the time to peruse the Internet or issues of magazines and journals in search for that elusive article containing information well-worth the reading, this column appears periodically in *The MBA Dispatch* and simply provides a brief introduction to the material to tell our readers that we think it is "Worth the Time" to read and provides a hyperlink to the material for easy access.



This month we would like to share with you Geoffrey James' article "The 10 Commandments of Leadership" which appeared in the on-line publication Inc. James says, "Becoming a great leader comes down to remembering and following these 10 simple rules." While the article is too brief to adequately deal with the topic, cites no research to support statements, and does not thoroughly discuss the "commandments" and their application, there is no question that the 10 principles he lays out are worthy of consideration of anyone in a leadership capacity. [Click here](#) to read or download the article.

Contemplation (Continued from Page 2)

A football coach - whether at high school, college or the professional ranks - does not wait until the end of the season to provide feedback to a player whose performance is subpar. However, in many non-sports related organizations supervisors wait until annual performance appraisal time to address issues which should have been addressed in a timely manner. If an employee's performance appraisal contains something of which the employee is unaware, the supervisor is not doing a good job. An annual performance appraisal should be a summary of what the employee and the supervisor have been discussing all year and a goal setting session for future performance.

The closer feedback – positive or constructive – is to the event the more impactful it is.

Specificity: Effective feedback is specific, not general. In giving positive feedback on a report someone submitted, don't say, "Good job." Point out why you think it was a good report (e.g. the report that you turned in yesterday was well-written, easily understood and made your points on the matter very effectively").

Focus on behavior, not personality - To be useful, feedback must focus on specific behavior, not on a person or his/her intentions (e.g. During the meeting you were holding a side conversation while Jane was trying to explain the new policy and that made it difficult for others in the room to hear what she was saying).

Honesty - Be straightforward and honest. With corrective feedback, don't beat around the bush. Don't minimize what the employees has done or failed to do. Let the employee precisely how the behavior does not measure up to your expectations and/or those of the organization.

With positive feedback, be equally straightforward and honest, don't minimize your praise, but also don't exaggerate it.

Helpfulness - The goal of corrective feedback is to help employees improve their performance. So make sure you include helpful coaching, and when needed, suggestions for how to act differently next time.

The goal of positive feedback is to encourage employees to continue to the display the type performance that resulted in the positive feedback provided.

Consistency - Don't reserve your feedback for annual performance appraisals or other formal settings. Make it an on-going occurrence. Encourage desirable behaviors and actions and be persistent yet patient while trying to redirect poor performance.

In addition to making feedback an on-going occurrence with individual employees, also ensure that if one employee is provided with corrective feedback for a behavior or for not performing up to par, other employees who display the same type behavior also receive corrective feedback and be equally

See Contemplation on Page 10

Mel Brown and Associates: Equipping Individuals and Organizations to Accomplish Their Visions, Missions and Goals



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Repeat (Continued from Page 1)

In addition to participants from MCSO, other organizations having employees in the training included Toshiba International, Inc., Ft. Bend County Juvenile Detention Center, Midland County Juvenile Detention Center, Walker County Juvenile Probation Department, and Conroe ISD Police Department.

MBA President/CEO Dr. Mel Brown will be facilitating the August "Super Supervisor" training at the Montgomery County Sheriff's Training Academy. A registration form along with information on the cost and location of the training can be found on page 9.



Workshop participants discuss how to address performance problems



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Trivia Fun

1. There are 14 punctuation marks in the English language. How many can you name?
2. What is the only vegetable or fruit that is never sold frozen, canned, processed, cooked or in any other form except fresh?
3. What word in the English language is always spelled incorrectly?
4. What are the nine parts of speech in the English language?
5. What is the oldest city in Texas?
6. What is the oldest town in Texas?

Answers will appear in next month's issue!

Quote to Remember

"No man is a leader until his appointment has been ratified in the minds and hearts of his men."~~Anonymous, The Infantry Military Journal

GCTC (Continued from Page 1)

"We are going to make some minor adjustments to the curriculum," Brown said, "along with a couple other changes with regard to logistics. We want to ensure that participants experience, not only a quality learning experience in the workshops provided by MBA, but have an opportunity to see what GCTC has to offer juveniles who are placed at GCTC."

In addition to the workshops provided by MBA (see training schedule on page 8), participants will enjoy a delicious noon meal each day provided by GCTC's culinary arts program. Participants will be able to get a guided tour of the GCTC campus.

Brown said, "While employees from both the juvenile and adult probation fields will find the training beneficial, employees from juvenile probation departments will have also an opportunity to see GCTC's excellent program and talk to staff about placing youth there and those officers who have youth at GCTC will be able to visit with those youth."

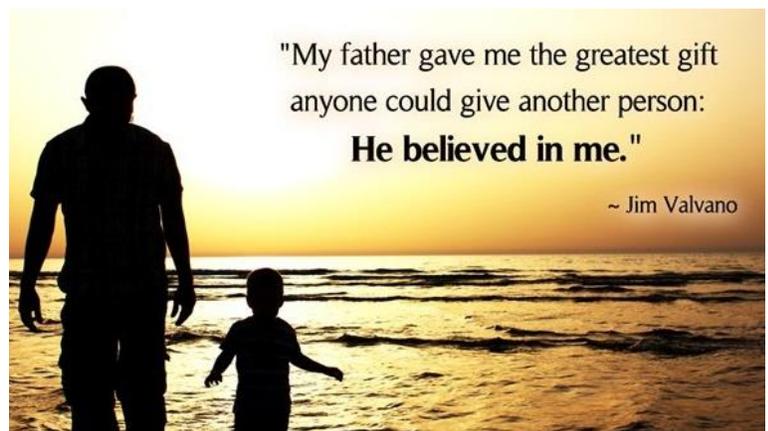
Michigan (Continued from Page 1)

which allows sentences to be decided by the prosecuting attorney and judge, and can involve probation, jail or prison.

"Allowing younger offenders to fulfill their sentence with the promise of a second chance gives them invaluable time to consider the consequences of their actions and chart a different course for the future," Snyder said. "Under the discretion of the judge and prosecuting attorney, this program enables an offender to continue working or going to school. It is showing good results for our youth and our communities and deserves to be expanded."

The governor spoke about HYTA in his Special Message on Criminal Justice on May 18, under the topic of diversion and being smarter about how and when incarceration is the best option for an offender, or whether an alternative sentence would better serve the public interest.

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NJPS (Continued from Page 1)

Staff training and professional development has always been viewed as an important tool for maintaining a relevant workforce, but seldom funded at the level needed or delivered using effective methodologies to maximize effectiveness and insure transfer of learning. The research of Washington University researcher, Dr. Christopher R. Spriggs found that staff perception of the amount and quality of training they receive is closely related to their levels of engagement.

The webinar will enable participants to:

- Discuss the relationship between perceived effectiveness of training and organizational commitment in juvenile facility employees;
- Examine the training evaluation tool, Best Practice in Performance Improvement & Learning;
- Learn about NPJS Institute for Applied Juvenile Justice Services' training and technical support opportunities.

Presenters during the workshop will include Dr. Christopher R. Spriggs, Juvenile Justice Researcher with Washington University, Margaret W. Davis, Learning and Performance Specialist with the NPJS Juvenile Justice Trainers Council and Carol Cramer Brooks, NPJS Chief Executive Officer.

ASSOCIATIONAL CONFERENCES

Texas Probation Association



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

Contact Kaley Karr at 936-294-3073 or kkarr@shsu.edu.

Juvenile Justice Association of Texas



2015 Fall Conference, College Station, Texas, October 18-21, 2015. Contact

Ayda Rodriguez at 512-854-7069 or ayda.rodriquez@traviscountytexas.gov.

Texas Corrections Association



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

Contact Christie Davidson at 936-294-3757 or davidson@shsu.edu.

Texas Juvenile Detention Association



2015 JSO Summer Institute, San Antonio, Texas, July 19-22, 2015

Contact Laura Torres at 956-361-4626 or lltorres@co.cameron.tx.us.

Correctional Management Institute of Texas



43rd Annual Chief Probation Officer's Conference, Galveston, Texas, October 4-7, 2015.

Contact: Amanda Bilnoski at 936-294-1227 or Bilnoski@shsu.edu.

*Mel
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Lyons (Continued from Page 1)

Lyons has served as interim dean and director since Vincent Webb stepped down from the position in August 2014. His appointment follows a nationwide search conducted over almost a year.

"I have had the opportunity to work for three different deans during my tenure in the College of Criminal Justice at Sam Houston State University," Lyons said. "Each of them left both a valuable legacy and insights as to how best to lead. I am humbled and excited at having been selected to lead such a great group of people into the second half of our first century as a program. With this accomplished faculty, outstanding staff, wonderful students, supportive university administration, generous alumni and agencies in the field who are eager to work with us, I am confident that we will continue to do great things."

Lyons joined the faculty of Sam Houston State University in 1995 after completing a year-long, pre-doctoral internship in forensic clinical psychology at the Federal Medical Center in Fort Worth, an institution within the Federal Bureau of Prisons.

Before completing his internship, Lyons studied at the law and psychology program of the University of Nebraska-Lincoln, earning Master of Arts, Juris Doctor, and Doctor of Philosophy degrees. He has written or coauthored dozens of scholarly and professional works, including books, book chapters, and journal articles, many of which are published in some of the leading journals in his field.

In addition to serving as interim dean and director, his previous posts at SHSU include interim chair of the Department of Security Studies, where he oversaw the reconfiguration of a Master of Science degree in homeland security studies; Director of the Division of Professional Justice Studies, where he oversaw the college's academic programs oriented toward practitioners; and Executive Director for the Center for Policing Innovation, one of about two dozen regional community policing institutes established by the Office of Community Oriented Policing to provide training and technical assistance to agencies on a broad range of community- and problem-oriented policing topics.

He also designed, developed, and implemented a community policing internship program with students in residence at Sam Houston State for a year from the Zhejiang Police College in Hangzhou, China. The program has garnered national acclaim in China where it is regarded as a model program for international exchange efforts.

Before graduate and law school, Lyons spent several years as a law enforcement officer in Hillcrest Village Marshal's Office, the Alvin Community College Police Department, and the Alvin Police Department.

When he left full-time law enforcement he was a detective specializing in crimes involving children. He is the only officer in that agency's history to have received the Officer of the Year Award and the Professionalism Award simultaneously--and after only his first year of service. He is currently a licensed Master Peace Officer.

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Population (Continued from Page 1)

plan. More than eight hundred of the approximately one thousand offenders currently in TJJD facilities could be housed in those centers.

The new law encourages juvenile court judges to send juveniles to those regional centers rather than to state facilities. The goal is that by 2017 only those serving sentences for the most serious crimes would be committed to TJJD facilities.

Whitmire stated, "Smaller facilities, tightly run, closer to home - that's what we're looking at. We want to get these students out of the large, 200-acre campuses in remote locations that the state operates now. That model doesn't work anymore. Most of our state facilities are understaffed, the youths are out of control much of the time, they can't get proper treatment and the recidivism rates are very high."

The Two Secrets of Success

1. *Never tell everything you know.*

2.

MBA REGIONAL TRAINING OPPORTUNITIES

MBA Regional Training Event, June 24-25, 2015, Cleburne, Texas (Hosted by Johnson County JPD). For additional information [click here](#) or contact us at info@melbrown.org or 936-273-0919.

June 24, 2015

8:30 – noon Celebrating Differences in the Workplace
1:30 – 5 pm Celebrating Differences in the Workplace
 (Continued)

June 25, 2015

8:30 – noon Working Effectively with Special Needs Populations
1:30 – 5 pm Working Effectively with Special Needs Populations
 (Continued)

MBA Regional Training Event, July 15-16, 2015, Tyler, Texas (Hosted by Smith County JPD.) For additional information, click here or contact us at info@melbrown.org or 936-273-0919.

July 15, 2015

8:30 – noon Developing the Leaders Within You
1:30 – 5 pm Officer Safety in the Office and in the Field

July 16, 2015

8:30 – noon When Shift Happens . . .
1:30 – 5 pm How to Be a Star Player on Any Team

MBA Regional Training Event, August 3-4, 2015, New Waverly, Texas (Hosted by Gulf Coast Trades Center). For additional information click here or contact us at info@melbrown.org or 936-273-0919.

August 3, 2015

8:30 – noon When Shift Happens
1:30 – 5 pm Developing The Leader Within You

August 4, 2015

8:30 – noon Ethics and the Social Media
1:30 – 5 pm Officer Safety in the Office and in the Field

MBA Regional Training Event, August 24-25, 2015, Conroe, Texas (Hosted by Montgomery County Sheriff's Office.) For additional information [click here](#) or contact us at info@melbrown.org or 936-273-0919.

August 24, 2015

8:30 – noon How To Be A Super Supervisor
1:30 – 5 pm How To Be a Super Supervisor (Continued)

August 25, 2015

8:30 – noon How To Be A Super Supervisor
1:30 – 5 pm How To Be A Super Supervisor (Continued)

MBA Regional Training Event, September 14-15, 2015, Hereford, Texas (Hosted by Deaf Smith County CSCD). For additional information click here or contact us at 936-273-0919 or info@melbrown.org.

September 14, 2015

8:30 – noon To Be Announced
1:30 – 5 pm To Be Announced

September 15, 2015

8:30 – noon To Be Announced
1:30 – 5 pm To Be Announced

MBA Regional Training Event, September 24-25, 2015, Wharton, Texas (Hosted by Wharton County CSCD and JPD). For additional information click here or contact us at 936-273-0919 or info@melbrown.org.

September 24, 2015

8:30 – noon How to Expand the Day Without Stretching the Clock!
1:30 – 5pm Ethics is Not Just a Word in the Dictionary!

September 25, 2015

8:30 – noon The Admin Hearing as an Effective Offender Supervision Tool
1:30 – 5pm Communicating the Right Way and the Write Way

MBA Regional Training Event, October 21-22, 2015, Longview, Texas (Hosted by Gregg County CSCD). For additional information [click here](#) or contact us at 936-273-0919 or info@melbrown.org.

October 21, 2015

8:30 – noon "I will Survive" (Defense Tactics)
1:30 – 5 pm "I will Survive" continued

October 22, 2015

8:30 – noon "I will Survive" continued
1:30 – 5 pm "I will Survive" continued

MBA Regional Training Event, November 4-5, 2015, Tyler, Texas (Hosted by Smith County JPD.) For additional information click here or contact us at 936-273.0919 or info@melbrown.org.

November 4, 2015

8:30 – noon To Be Announced
1:30 – 5 pm How to Thrive, Not Just Survive in Your Organization!

November 5, 2015

8:30 – noon Evidence Based Practices: What Are They and What Do I Do with Them?
1:30 – 5 pm Evidence Based Practices: What Are They and What Do I Do with Them?

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Culpability (Continued from Page 1)

The interim report prepared for the Legislature listed the following as some of the reasons for the recommendation:

- The adolescent brain is still developing,
- The juvenile system has better outcomes,
- Collateral consequences of a criminal record,
- Inconsistencies with other Texas and federal laws, and
- Inconsistencies with other states and the international community.

The house approved a bill which would have raised the age of culpability and sent it to the senate where it died in committee.

The language necessary to raise the age at which the state treats defendants as adults from 17 to 18 was inserted into SB 1630 by Sen. John Whitmire, D-Houston; however, the amendment by Rep. Gene Wu which would have raised the age of culpability was pulled before passage of SB 1630.

The underlying bill by Whitmire which would reduce the number of youth confined in TJJD facilities and place juveniles with lesser crimes in regional facilities closer to their homes is discussed in another article in this issue of *The MBA Dispatch*.

Whitmire said raising the age might be a good idea, but it had not been thoroughly vetted by the Legislature and the idea is too important not to have a full review.

“I am very willing to work with members on this issue, but I really think this should be a standalone bill,” he said.

Contemplation (Continued from Page 3)

generous in providing positive feedback to all employees who perform well.

Many executives, managers and supervisors do not give their employees ongoing feedback because they do not feel comfortable doing so.

Here are some tips that can prove beneficial to those who want to learn how give more effective feedback.

- There are a number of good books, workshops, articles and other resources on giving effective feedback. Search for them and create a development plan to increase your skill and comfort in providing feedback.
- Ask your supervisor or a mentor to coach you in how to give better feedback or observe and try to mimic another supervisor who’s great at giving feedback.
- Schedule one hour each week to make notes on your employees’ performance over the past week. You can use these notes as guidance to give your employees verbal or written feedback.
- Hold frequent regular meetings with your employees to discuss performance, check in on goals and development plans, provide coaching, etc.
- Set up some form of automatic task reminder to give your employees feedback.

Providing effective feedback to employees on a regular basis rather than once per year not only encourages high performance, it also increases employee engagement and retention. Providing accurate feedback should be one of the primary tools in the toolkit of everyone who supervises employees.

Comments or suggestions regarding this column should be submitted to ceo@melbrown.org.

Cleburne (Continued from Page 1)

information regarding registration fees and the address of the training site can be found on page 9.

Additional information can be obtained from MBA’s website (www.melbrown.org) or can be obtained by contacting MBA offices at info@melbrown.org or 936-273-0919.

Quote to Remember

“When work, commitment and pleasure all become one and you reach that deep well where passion lives, nothing is impossible.” ~~Anonymous
