Juvenile Court of Memphis and Shelby County
616 ADAMS AVENUE MEMPHIS, TENNESSEE 38105
P.O. Box 310 MEMPHIS, TENNESSEE 38101

MEMORANDUM

TO: Mr. Steve Summerall, CAO
Office Staff – Board of Commissioners

FROM: Delois Campbell, HR Administrator

DATE: July 8, 2008

RE: Appeal of Job Position Oversight Committee

The Job Position Oversight Committee advised us to forward our appeal to the Budget Committee of the Shelby County Board of Commissioners. No other information was available relative to a specific procedure so we opted to prepare a memo outlining our position.

Please ensure that Ms. Deidre Malone receives it.

Thanks for you assistance.

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MEMORANDUM

TO: Ms. Deidre Malone, Commissioner
Shelby County Government
Chairman, Budget Committee

FROM: Larry Scroggs, CAO/CLC

DATE: July 7, 2008

RE: Appeal of Job Position Oversight Committee

On July 1, 2008, I and other representatives from Juvenile Court met with the Job Position Oversight Committee to request approval to fill vacant positions in the Detention Center and to reclassify the Court's Training Coordinator classification from a grant-funded slot to a general fund position. The Committee approved the filling of the positions in Detention but rejected our request for the reclassification.

We realize that the Committee has a difficult job to perform and we appreciate the time and consideration they granted us. Our appeal is **not** a criticism of their actions but rather a plea for further consideration.

Mr. John Walton was a Supervisor A in Housekeeping Services. His position was approved in the FY 08-09 budget; however, he opted to take advantage of the retirement incentive offered by Shelby County Government and retired effective July 1, 2008. Ms. Pamela Taylor, a 13-year County employee, is the Court's Training Coordinator. Her salary is paid through the Justice Assistance Grant, which will expire September 30, 2008.

The Training Coordinator's position is crucial to Court operations. To maintain it, we opted to not fill the supervisory position in Housekeeping Services and reassigned the duties and responsibilities to the Manager's position in Facilities Management. The Training Coordinator and Supervisor A positions are both Grade 51, thus, we want to reclassify the training position from grant-funded to local funds.

Our administrative area is a "bare bones" operation. We have the minimum number of employees needed to perform administrative functions; thus, the staff in this area must mult-task to avoid increasing the staffing complement. The Training Coordinator must also multi-task and is not limited to developing and implementing training classes; she is also responsible for:

- coordinating audits by federal, state, and local agencies
- ensuring all State-mandated training requirements are met. The TN Department of Children's Services for Juvenile Detention Facilities stipulates "all personnel whose duties include the supervision, custody or treatment of youth shall be required to complete an annual in-service program designed to instruct them in specific skill areas of detention operations. This annual in-service shall consist of forty (40) hours to be approved and monitored by the Tennessee Department of Children's Services." The Tennessee Commission on Children and Youth (TCCY) stipulates Youth Services Officers (Probation Counselors) are to "receive forty (40) hours of training approved by the TCCY and twenty (20) hours of training during each subsequent year of employment."
- ensuring federally-mandated training requirements are met (i.e. the Food Nutrition Service Program)
- serving as the Court's Title VI Coordinator and ensuring compliance with federal practices
- coordinating benefit programs for Court personnel
- developing, coordinating, and conducting in-house training.

Commissioner Henri Brooks has advised the Court to implement diversity training. Her advice paralleled with planned diversity training for the Court but kicked it up a notch. Ms. Janice Banks of Small Planet Works, Inc. met with the Training Coordinator and other Administrative Services personnel to plan Train-the-Trainer sessions and other initial steps. This is necessary training to address the cares and concerns of the diverse clientele we serve with enhanced sensitivity as well as to promote sensitive interaction among Court staff.

In an effort to comply with the County's directive to reduce our budget, we have sought ways to cut, reorganize and retool. Shelby County Government does not offer employee training nor will our budget accommodate external seminars, consultants, trainers and classes. The Training Coordinator is responsible for coordinating training for each job classification at the Court. This includes, but is not limited to, developing in-house classes; seeking local training that is free or of very minimal cost to enhance the skills and knowledge level of Court staff; and advising departments of training processes to address cross training needs.

As positions are not filled due to budgetary constraints, job duties will be reassigned. Employees who assume additional responsibilities must be prepared to perform competently in order to provide a level of service clients require, to maintain productivity, to upgrade their skill/knowledge level and to meet best practice standards.

We firmly believe that employees will invest their time and serve the community effectively if the Court invests in their growth. The recruitment, interviewing, testing, background checking, physicals/drug testing/psychological exams, orientation, and training of new employees is costly for the County as well as Juvenile Court. Maintaining and enhancing the skill and knowledge level of current employees contains costs.

The Training Coordinator classification is not a "fluffy" position. Juvenile Court has **critical** training needs for both line and management staff. We do not have enough staff members to perform the training function and related duties. The Training Coordinator is sorely needed.

A job description and a brief summary of some of the tasks the Training Coordinator has performed are attached for your review.

Your consideration will be greatly appreciated.

TRAINING COORDINATOR

DEFINITION: Works under general supervision of administrator to assist in planning, developing, and maintaining programs and services for the Juvenile Court Personnel Section.

TYPICAL DUTIES AND RESPONSIBILITIES:

1. Counsel employees regarding benefits, compensation, leave, OJI, FMLA, FLSA and other general concerns of employment.
2. Process employee requests for FMLA; track usage.
3. Research and compile accurate information regarding all aspects of personnel management for Juvenile Court, including, but not limited to, administrative and civil service hearings and disciplinary actions.
4. Research and prepare reports; track various components of personnel services, including, but not limited to, statistics on attendance records, employee information and classification, disciplinary actions, OJI, FMLA and FLSA to ensure consistency and compliance with Shelby County policies, as well as Federal, State and Local statutes.
5. Review, initiate, process and track all position requests for vacant and new positions.
6. Process new hires and conduct thorough pre-employment screening and documentation.
7. Monitor activities of probationary employees and notify administrators of required performance evaluations.
8. Process Employee Information Change Forms for employee status changes, i.e. compensation, promotion, etc.
9. Review and distribute enrollment packets and other employee notifications.
10. Ensure proper maintenance of personnel and medical records and HR Database.
11. Assist all administrators of Juvenile Court Administrative Services with special projects, as required.
12. Act as a liaison between the Juvenile Court staff, general public and Administrators.
13. Perform other related duties as assigned.

SPECIAL REQUIREMENT: Must be able to work weekends, as required

SUPERVISION RECEIVED AND GIVEN: Receives oral and written instructions received from administrators. Provides oral and written instructions to Juvenile Court staff seeking assistance in personnel and other administrative matters.

MINIMUM ACCEPTABLE QUALIFICATIONS: Graduation from an accredited college or university with a Bachelor's degree in Business Administration, Management, Social Sciences or a closely related field plus two (2) years experience in an administrative field.

KNOWLEDGE, SKILLS AND ABILITIES:

1. Knowledge of modern management techniques and ability to apply them.
2. Knowledge of Shelby County Government personnel policies and procedures.
3. Knowledge of related Federal, State, and Local policies and services
4. Ability to interact tactfully with all levels of Shelby County Government staff and Court clients
5. Ability to analyze facts, identify problems, make conclusions and take appropriate action
6. Possess excellent oral and written communication skills
7. Ability to conduct extensive research and provide appropriate recommendation
8. Working knowledge of Microsoft Office package.

Pam Taylor, Training Coordinator

I have been employed by Shelby County Government since 1996. My tenure with Juvenile Court began May 1, 2006. My responsibilities have consisted of:

Training

- Each training module includes a Power Point presentation, role playing scenario/skills practice, handout material, certificate of attendance for each enrollee and in some instances video support.

  An example of training classes that have been created and facilitated are as follows:

  Customer Service: "The Basics"
  Customer Service: "Telephone Courtesy Pays"*
  Customer Service: "Dealing with the Irate Customer"*
  Career Advancement: Resumes, Cover Letters, Applications
  Career Advancement: Successful Interviewing

- Created Title VII/Sexual Harassment training module. Includes Power Point, role play scenarios, and video.
- Coordinate and facilitate annual Detention in-service training. Past topics included: Customer Service: "The Basics", Title VI/Non-Discrimination, Title VII/Sexual Harassment, Food Nutrition Service (FNS) program, Dealing with Negative Attitudes in the Workplace, Youth Suicide Prevention and Early Intervention (Lucy Lavender), Diversity (Rose Ann Keen/Pam Taylor), Child Abuse Reporting-TCA 37-1-403 (a)(1), Detention Services Bureau-Departmental Functions/Goals and Objectives, Administrative Services Updates, Team Building, Court Policies and Procedures, CPR Training, Non-Violent Crisis Intervention Training, and tours of Shelby County Jail. Total training hours: **7,124.50**.
- Facilitate annual in-service for Juvenile Court Food Services staff. Past topics included: Food Nutrition Service (FNS) program, Title VI/Non-Discrimination, Title VII/Sexual Harassment, and Customer Services "The Basics".
- Coordinate monthly in-service training for Children's Bureau, Youth Services Bureau, and Clinical Services. Past topics/Guest Speakers include:
  1. **Gang Awareness** J. Chambers, Investigator Shelby County DAG
  2. **Juvenile Justice** T. Fratesi, Asst. District Attorney/Juvenile Court
  3. **Domestic Violence** D. Stacks/M. Brown, Crime Victims Center
  4. **The Exchange Family Center** Gallimore/Haki
  5. **Memphis Child Advocacy Center** K. Cooley
  6. **Overview of Shelby County Crime Victims Center** V. Eddleman
  7. **Lakeside Behavioral Health System** S. Carruthers, M.S.
  8. **Comprehensive Professional Services** Dr. Howard Nelson
  9. **Safety Training at Work, Home, and on the Streets** Sgt. L. Edwards

10. **The WrapAround Process of Service** Gonzales/Finney
11. **Youth Suicide Prevention & Intervention** L. Lavender, TN Lives Count
12. **Title VI Awareness** Pam Taylor, Juvenile Court
13. **Innovative Counseling & Consulting** N. Miller, Jr./M. McKnight, Jr.
14. **Exceptional Parent Connection/Tutorial Services** P. Nunally
15. **Memphis Ten Point Coalition, Inc.** T. Sullivan
16. **An Overview of Operation Safe Community** L. Miller
17. **Homicide Response Program** T. Gray, C. Wright

- Coordinated the following training with external training sources for management and line staff: "**Coaching Skills for Managers and Supervisors**", "**Dealing with Negative Attitudes in the Workplace**", "**A Community Approach to Addressing Methamphetamine**", "**Gang Awareness**", "**Healthy Lifestyles: Weight Management**", "**VINE" (Victim Information and Notification Everyday)**.
- Coordinated computer training opportunities with in-house OST (office systems technician). Offered "**Computer Basics**", "**Excel**", "**PowerPoint**" to staff members with limited and/or no computer skills. These classes will be repeated and additional classes (i.e. **Access**, **Word**) will be offered in the future.
- Coordinated selection of Juvenile Court staff to attend "**Shelby County Government Workplace Spanish**". Juvenile Court staff successfully completed and received certificates of completion on Thursday, April 3, 2008.
- Serves as Title VI Coordinator for Juvenile Court. Maintains working relationship with Ms. Edna Freeman, TDCS Title VI Program Manager, to ensure Juvenile Court remains in compliance with Title VI regulations. Prepares and submits annual Title VI Survey. Completed required Title VI Coordinator's training (Nashville, TN). Created an implementation plan, equal access to services statement, and Title VI complaint log.
- Co-developer for "Juvenile Court Ambassador Training". Created Power Point, facilitated Title VI Awareness, facilitated Title VII Awareness, reviewed Juvenile Court expectations/policies and procedures, explained fingerprinting requirements and processing, facilitated Diversity training.
- Search for free and/or minimal cost staff improvement training opportunities. Examples of training opportunities staff have been able to attend are Memphis Child Advocacy Diversity Schoolhouse series, NAMI trainings, Crime Victim Center monthly provider meetings, Volunteer Memphis "Engaging Volunteers in Your Program", Directors of Volunteers in Agencies DOVIA "Volunteer Managers" training, Mothers of NILE Luncheon trainings series "Reaching and Engaging Our Youth---Yes We Can", CASA trainings, Memphis Library Community Lecture Series, etc.
- Registered with various agencies to search for free opportunities for staff improvement training (i.e. LINC, DOJconnect.com, JuvJust, OJJDP, OVC, Operation Safe Community, Alliance for Non-profit Excellence, HR/Morning, Fatherhood Resource Center, TN Conference on Social Welfare).

- Coordinated Myers-Briggs testing of all Juvenile Court managers/supervisors to help identify management styles and the most efficient way to use styles in the workplace.
- Created and monitor Juvenile Court Library inventory. Ordered training material (i.e.VHS/DVD presentations, books) that will assist all Juvenile Court staff in the areas of supervision, management, communication, leadership, and conflict resolution. Accepted/received donations to library from guest speakers on the following topics: Youth Suicide Prevention, Spanish Outreach, Victim Assistance, and Parenting. Created material check-out log and procedures.
- Created a Juvenile Court guest speaker thank you packet. Packet consists of: (1) mug with Court logo, (1) pen with Court logo, a thank you letter to speaker on official Court letterhead, a copy of thank you letter to guest speaker's immediate supervisor, and a copy of the overall feedback results.
- Assist staff with enrollment to the University of Tennessee County Officials Certified Training Program (COCTP)/County Technical Assistance Service (CTAS) program.
- Assist with personnel file preparation for federal, state, and local audits.
- Compile and submit quarterly and monthly reports (i.e. JAG Report, CASA).
- Developed training process which includes: assessing training needs, researching/developing training resources/classes, training inventory, creating and distributing training calendars, sign up and notification procedures.

New Hires

- Created and administered "**Welcome to Juvenile Court**", which is new hire orientation for new employees and internal transfers/reclassifications.
- New hire orientation consists of a new hire packet, Power Point presentations, and handouts. Each orientation includes:

    1. Detailing Juvenile Court's organization chart, chain of command, Administrative Manual
    2. Overview of Title VI & Title VII/Sexual Harassment Awareness training
    3. Completion of employment paperwork (W-4, I-9, Personal History Information, Residency Certification, Durational Job Position (if necessary), Confidentiality of Computer Information Policy, E-mail Acceptable Use Policy, Internet Acceptable Use Policy, Juvenile Court Work Policies, Leave Requirements Disclosure, Direct Deposit Authorization
    4. Review of Juvenile Court Policy Directives (No Smoking, Employee Identification, Inclement Weather Policy, Guidelines for Appropriate Professional Attire, Dining Room Privileges, Court Security)
- Request and distribute work related items, telephone service, and computer service.
- Notify key staff (management, IT department) of each new employee's arrival date.

- Provide all new hires with a detailed tour of Juvenile Court and introduce new hires to various Court staff in all divisions.
- Create and distribute photo identification badges for new staff.
- Fingerprint employees who have direct contact with Juveniles (state mandated requirement).

Training Database

- Update and maintain Juvenile Court training database used to schedule, track and document all training received by all staff.
- Collect and file documentation of employee training. Tracked **31,989.80** man-hours of training completed by Court staff during May 2006 - July 2008.
- Prepare training reports from Court training database for employees as requested by employee(s) and/or management, and auditors.
- Prepare quarterly training reports from Court training database for employees and place in personnel files.

Fingerprinting

- Fingerprint staff members in accordance with state mandates.
- Created and maintain fingerprinting database.
- Forward fingerprint cards to Tennessee Bureau of Investigation (TBI).
- Update Juvenile Court fingerprint database as information is received from TBI.
- Place fingerprint card in personnel file.

Audits

- Review and verify information from various sources to ensure compliance with federal, state, and local mandates.
- When requested, compile records, reports and samples of data for auditors' inspection and review.
- Assure accuracy, completeness, and security of record information.

Benefits

- Communicate with Shelby County Government Benefits office regarding medical, dental, retirement, and life insurance issues of all Juvenile Court staff and new hires (400+). Submit all paperwork in timely manner to Shelby County Government Benefits office. File copies in Juvenile Court personnel files.
- Arrange Benefits information sessions; coordinated Shelby County Government Benefits representatives visits to Juvenile Court.
- Respond to employees' inquiries relative to Benefit programs.
- Compile Benefit registrations and submit to appropriate Benefit representatives.

Miscellaneous

- Provide audiovisual technical assistance to Juvenile Court functions (i.e. Auxiliary Probation Officer training, Volunteer Services' Volunteer Recognition Dinner).
- Secure and maintain Court equipment (i.e. TV, TV stands, presentation cart, projector, laptop).
- Represent Juvenile Court at Job Fairs. Create and distribute brochures that detail information about Juvenile Court.
- Regularly make Court-wide announces of information vital to staff.
- Coordinate Juvenile Court Annual Employee Recognition Day ceremony.
- Assist with human resources projects, as needed.