



## Summary of ICJ State Office Staffing and Procedures Survey – February 2010

Conducted on behalf of the Training Committee, Chair – Jean Hall

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### ***Summary of Findings***

On February 9, 2010, the ICJ National Office launched the ICJ State Office Staffing and Procedures Survey on behalf of the Training, Education, and Public Relations Committee. The Training Committee built this survey to assess the operations of the ICJ State Offices by analyzing their organizational structure, staffing levels, and caseload amounts. The ICJ National Office used the online survey website Zoomerang to edit the survey and deploy it to the entire Commission.

Some points of discussion –

- This survey indicates that the overwhelming majority of ICJ staff in state offices serve in other roles in addition to their roles at ICJ.
- In their answers to Question #17, the respondents stated that they are excelling in processing referrals in a timely manner; returning runaways efficiently; and functioning in accordance with the rules of ICJ.
- The last 2 questions provide insight into the areas that staff feels need to be improved at their own ICJ State Offices. Common themes in the responses to Question 18 and 19 include the need for additional staff; better communication between other ICJ state offices, courts, and field staff; electronic databases for tracking referrals; the development of State Councils; increased training for their offices, probation, and parole services; and more funding.

The following sections summarize the key points from each question of the survey.

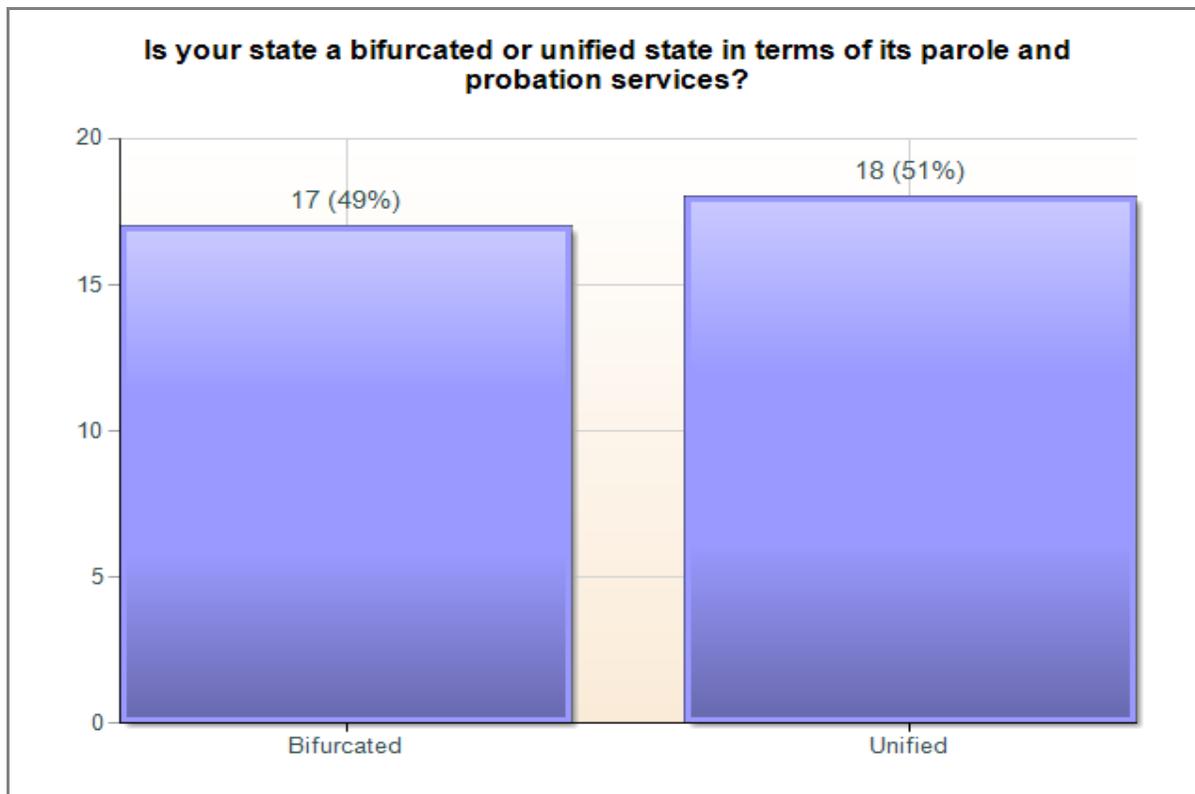
#### ***Question 3: Do you have any other responsibilities in addition to your workload as an ICJ Commissioner/ Deputy Compact Administrator/ Designee? If yes, please list.*** (35 responses)

- 26 respondents reported that they have additional duties outside of their work in ICJ.
  - These duties include liaisons with different compacts/juvenile justice organizations, parole hearing officer, directors for ICPC and ICAMA (Interstate Compact on Adoption and Medical Assistance), directors of parole authority, coordinator for probation services, supervising parole agents, Regional Correctional Coordinator, Community Services Director, State Coordinator for ACA, PbS and PREA, Director of Trial Court Services, ICE liaison,
- 9 respondents reported that they have NO additional duties

#### ***Question 4: In addition to a Commissioner, does your state also have Deputy Compact Administrators and/or Designees? If so, please list the number of Deputy Compact Administrators and/or Designees.*** (35 responses)

- 32 respondents reported that their states have at least 1 Designee/DCA in addition to the Commissioner
- 3 respondents reported that they do not have a DCA or Designee

**Question 5: Is your state bifurcated or unified in terms of parole and probation services?** (35 responses)



**Question 6: If your state is bifurcated, does each separate parole and probation office report to the same agency or different agencies? Please describe.** (18 responses)

- 12 states reported that their parole and probation offices report to different agencies,
- 3 bifurcated states have parole and probation reporting to same agency
- 3 responses were N/A

**Question 7: Are probation services administered on a county-by-county basis or does your state administer probation services as a whole?** (36 responses)

- 17 respondents reported that it is state administered
- 16 reported that is on a county-by-county basis
- 3 states reported that both the state and county can manage referrals

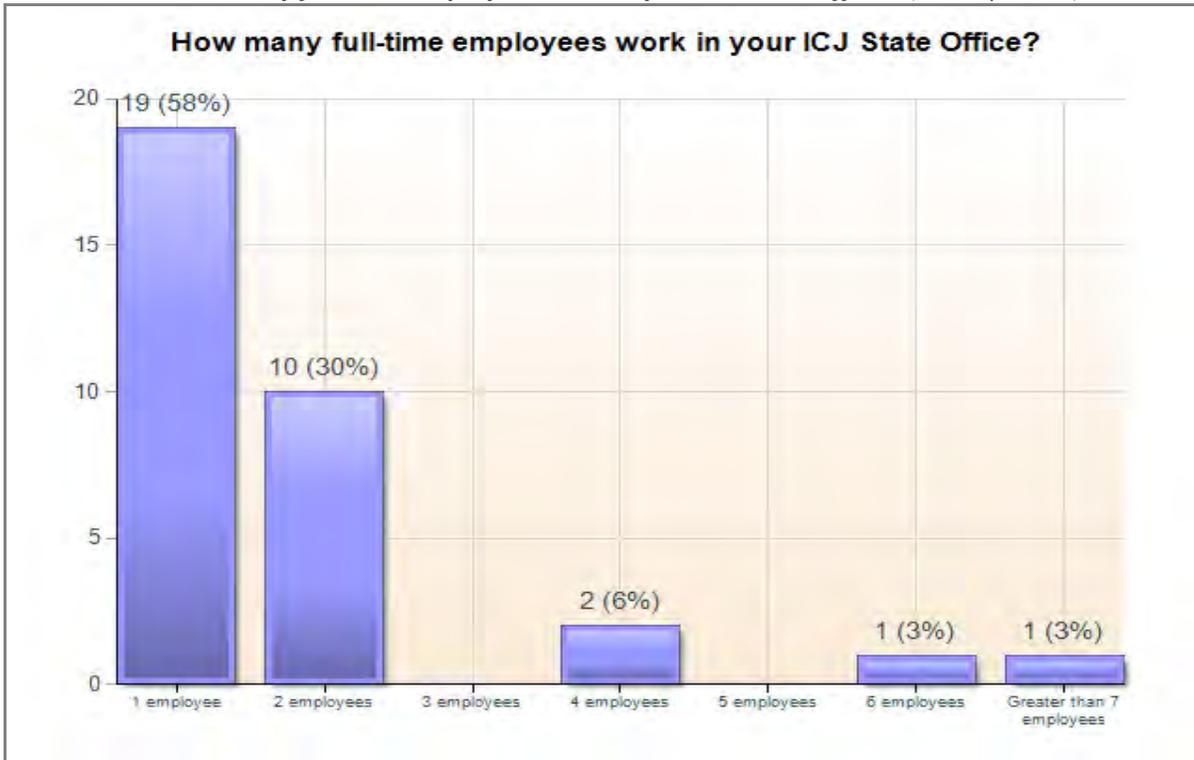
**Question 8: Does your ICJ State Office utilize an electronic database to track juvenile offenders/runaways? If yes, please describe.** (36 responses)

- 8 respondents reported NO
- 28 respondents reported that they have some type of database in place
  - These include Access databases, Excel databases, or state-administered databases

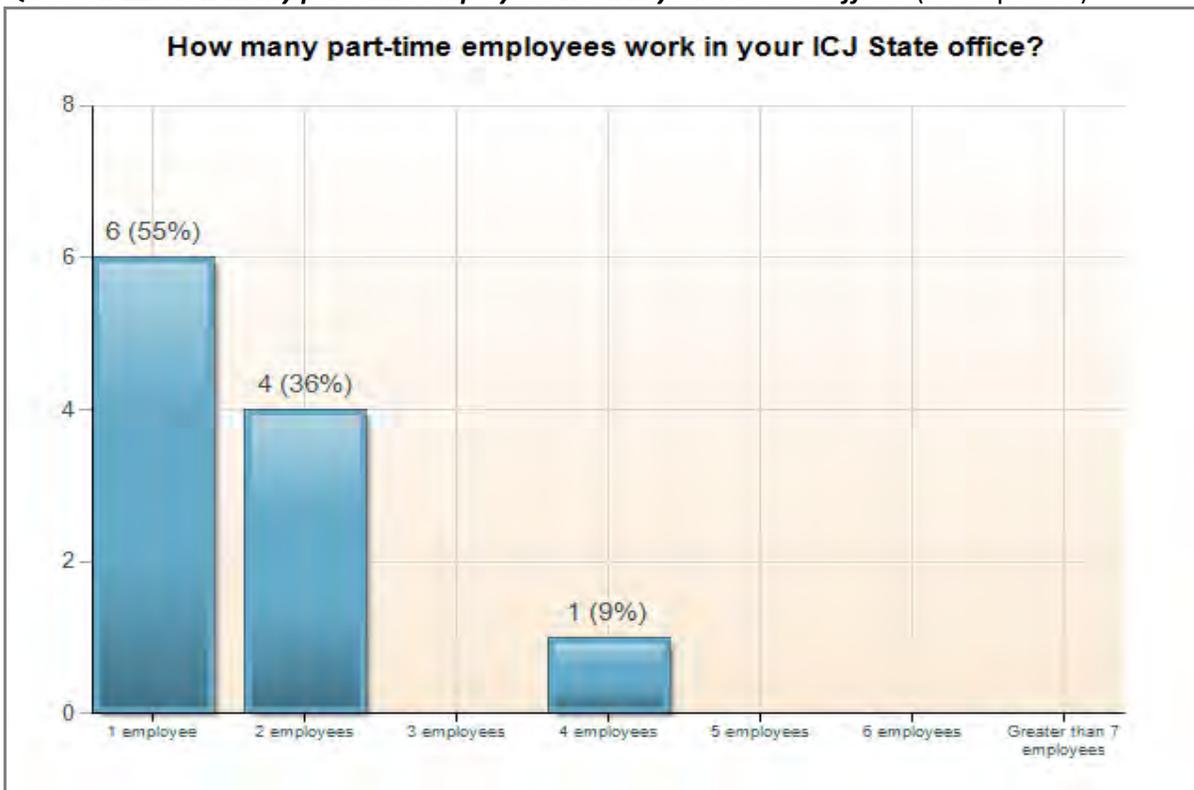
**Question 9: Does your state office utilize an electronic database to notify field officers when a juvenile has left a secure detention facility? If yes, please describe.** (36 responses)

- 21 respondents reported NO
- 9 respondents reported YES

**Question 10: How many full-time employees work in your ICJ State Office?** (36 responses)



**Question 11: How many part-time employees work in your ICJ State office?** (36 responses)



**Question 12: How is the caseload distributed within the ICJ State Office? Specifically, are staff members assigned specific processes or activities (i.e. referrals, violations, progress reports, etc) or are they cross-trained on multiple processes?** (36 responses)

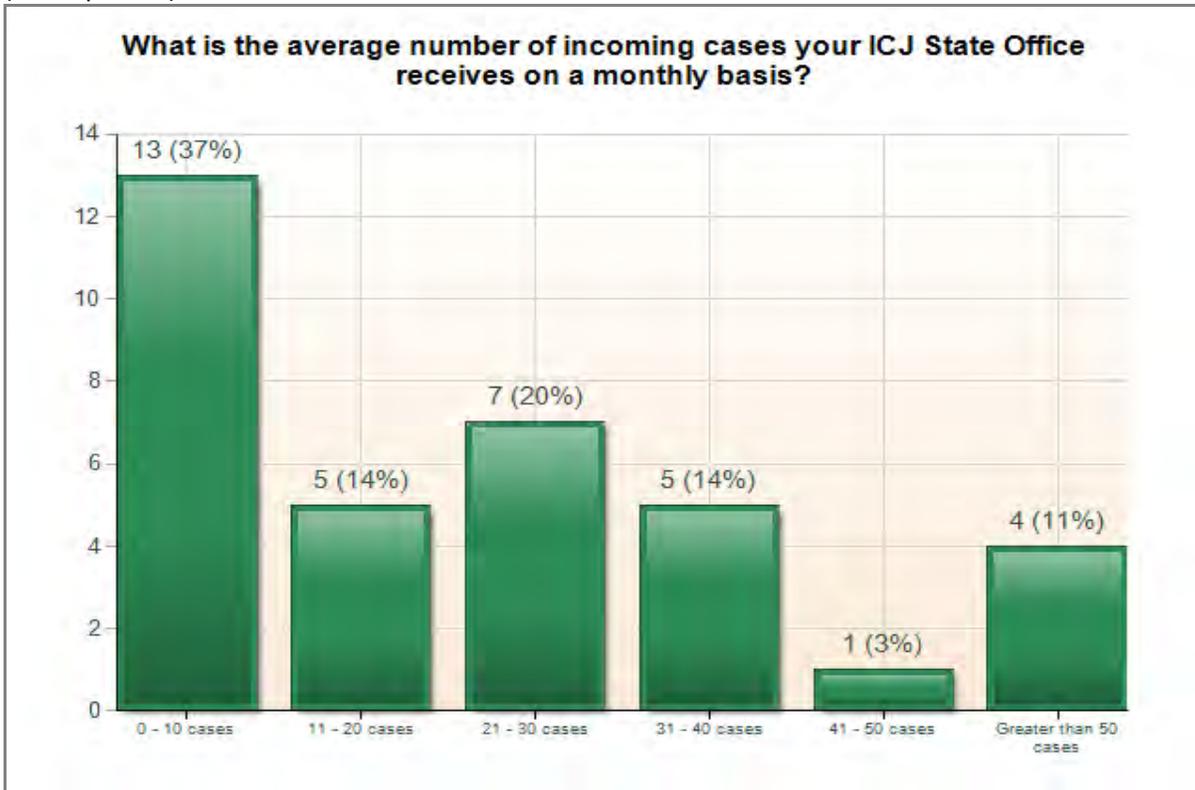
- 33 respondents reported that they are cross-trained and complete the entirety of ICJ cases

- 1 respondent reported that their DCA will handle compliance, tracking, & training and their Coordinator, who is full-time employee, maintains all records, correspondence, communications between ICJ offices and ICJ office-local offices.
- 1 respondent reported that they have clerical staff that sends out correspondence but is not trained on ICJ procedures

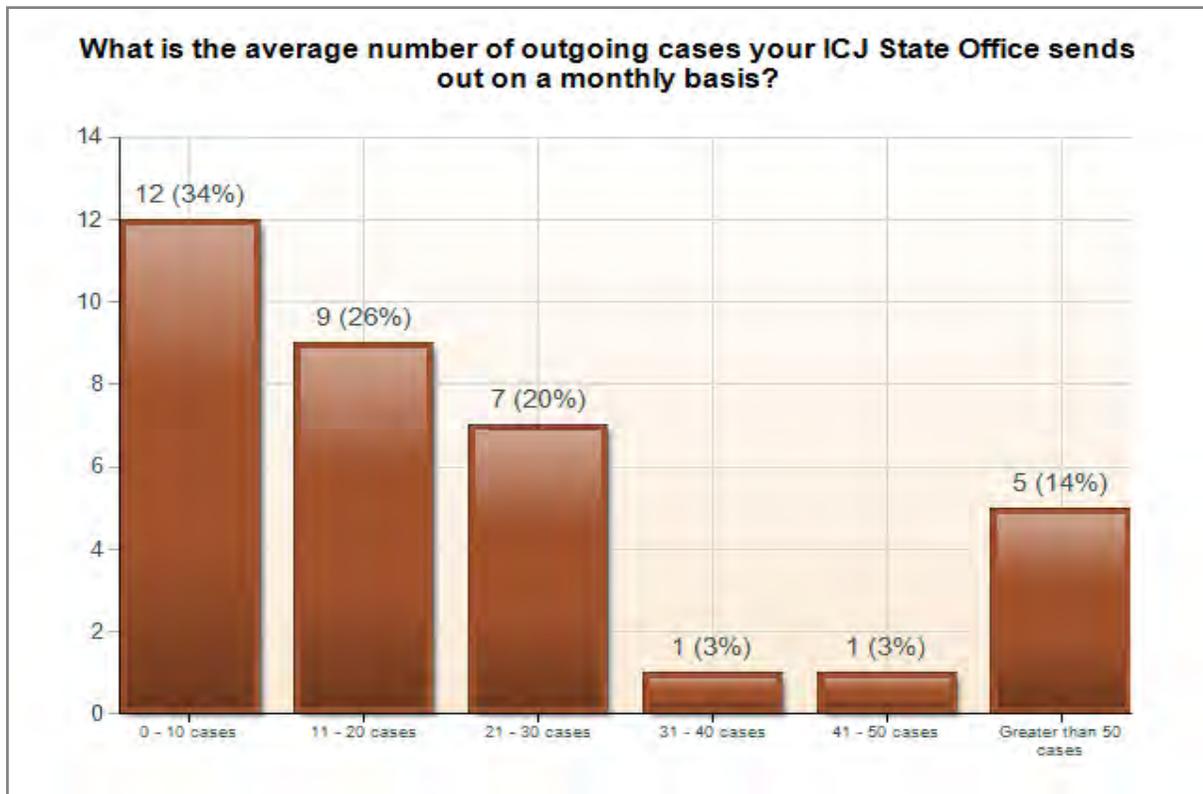
**Question 13: Do ICJ State Office employees handle both incoming and outgoing cases or do certain employees handle only incoming cases and vice versa?** (35 responses)

- 32 respondents reported that they handle both incoming and outgoing cases
- 3 reported NA

**Question 14: What is the average number of incoming cases your ICJ State Office receives on a monthly basis?** (35 responses)



**Question 15: What is the average number of outgoing cases your ICJ State Office sends out on a monthly basis?**  
(35 responses)



**Question 17: In what areas do you feel that your ICJ State Office is excelling?**

Administrative oversight of 21 probation divisions and 15 vicinages relative to ICJ Rule compliance.
Both ICJ staff have an excellent understanding of the compact and procedures surrounding the compact. Our specialists are experts at prioritizing their work responsibilities. With such few staff, they are in a position where they are constantly evaluating and determining which situations take precedence. The specialists are completely dedicated to the work.
Cooperation between states and timely reports.
Customer Service
dealing with runaways, working with other states, communication with local probation staff
Despite the numerous job responsibilities my Trial Court Services Department is responsible for, we are very expeditious in
He have updated policies and procedures and begun training of staff.
I feel for one person doing it all, I get my transfer cases out on time & my mail (home studies, progress reports, etc). I also am good to make the plan to return SC runaways/absconders within the 5 working days when ever possible
I feel that ICJ Office is excelling in becoming a new compact, member state to be able to have a better tracking system, compliance and better serving the juveniles and families.
I have been in this position for over 5 years and feel that I am very knowledgeable about ICJ.
ICJ staff excels in returning runaways.
ICJ work handled by one staff providing services to all compact states
It provides direction to workers, supervisors and courts regarding the Compact rules and pcedures ,and how they interacts with other Interstate laws and procedures for the efficient and timely services to our children and for community protection.
Knowledge of compact, personalized contact with field workers
Our response rate is good, especially considering we do everything manually.
Prompt communication and responses with other ICJ Offices. Supervision of certain high risk cases and utilization of RS resources. New training with field staff.
promptness of communicating and sending paperwork/packets
Referrals- in and out are processed and mailed out in no less than 24 hours.
Runaways and absconders always returned within established timeframes.
Response time, willingness to resolve issues, treating other ICJ offices with respect, observance and compliance with rules
Returning Oregon offenders/runaways responsibly.
Sending out quarterly reports and making monthly contacts.
SHARING INFORMATION WITH OUR LOCAL STAFF.
The ICJ Office has undergone some changes within the past year and there is now an organized process and procedure for all cases that pass through the office. The Juvenile Parole field staff work efficiently to complete home visits in a timely manner for Incoming referrals and monitor the juvenile's closely on their caseloads. The ICJ Office and Juvenile Parole Staff maintain constant communication regarding all cases.
The ICJ Staff work closely with other states, law enforcement agencies, and 58 California counties.
Use of technology (e-mail, scanning documents) to increase efficiency.
We are moving forward. We have our Council in place and our Council members have a great understanding of the Compact. We have the budget ability to return our juveniles and provide treatment for those who need it. On a daily basis, we receive more and more recognition of the Compact.
We are responsive to requests for information and quickly handling run-away cases.
We excell in getting case out as soon as possible. We also have a good working relationship with Probate Judges and County
Working with field staff and local courts.

**Question 18: In what areas do you feel your ICJ State Office needs improvement?**

Training
Need a computer program to help track cases and monitor progress. We now do it manually.
Training of other Departments and Agency's that we do business with.
A review of the staffing pattern and workload study to determine the need for extra staff, or re-organization of operating needs and/or
More Staff
Data Collection
Clarification of Non Delinquent Runaways with CT Juvenile Courts and Detention.
Lack of scanning capacity
Additional resources within the state, both residential and out-patient, particularly for sex-offenders would benefit our child offenders.
Even though the Compact is becoming more recognized within our State, the authority of the Compact is still being questioned, and we are working very hard to overcome that obstacle. We have several areas of compliance that we are working on. The most difficult area of compliance is monitoring the timeliness of home evaluations and progress reports because our database doesn't automatically notify if one is late. We have to write a little program to pull that data from our system. It is difficult to set the time aside to do this.
equipment to send electronic ICJ cases
Continue to look for operating efficiencies through technology support, both from national office and the agency. Continue to improve
Compliance with Progress Reports and Home Studies. Training of field staff and the judiciary/district attorneys.
Assigning dedicated staff to ICJ matters. We will be working to accomplish this in the near future.
We need to help Counties get an understanding concerning the difference between ICJ and ICPC. We also need them to understand the different Forms used by ICPC and ICJ. The understanding would help youth move quicker.
I am a one person office and feel that to be more effective and efficient, I need additional staff.
Funds and staff
Some significant problems with enforcing the ICJ with probation officers (as they fall under a completely different department).
ICJ staff need to process and send out home evaluation requests and other ICJ paperwork more efficiently.
Capturing data routinely; Having time to follow up on home studies, quarterly reports, etc.; Having time to train field workers
Need for additional staffing
Currently, we are working on upgrading our alert system for outgoing referrals to ensure that the packets are sent within the required time frame stated in the ICJ Rules. This will ensure that the home requests do not go out too early or the opposite, too late. The goal is to stay in the time frame so the juvenile will arrive at the approved address within 90 days of the approval from the receiving state.
No system to track progress reports.
tracking of cases
GREATER ABILITY TO ATTEND COMMISSION MEETINGS. COVERAGE FOR HOME EVALUATION AND SUPERVISION CASES WHEN I'M OUT OF THE OFFICE.
The ICJ office needs back up support which will be accomplished this year.
Our office would benefit greatly from additional staff.
I have one back up person in another office several miles away who can only deal with emergency run issues by phone. I have no one in the ICJ office to handle transfer case issues or other calls when I am out. I do not have enough time to send additional requests for late reports like I would if I had help
Training is always a desired component when working toward the best possible work product.
The area of improvement I feel, is the TN ICJ office needs another staff person to assist with being compliance with the new compact laws and regulations.
Follow-up
We need a more automated system to notify staff when quarterly reports are due so they are submitted on time.
better electronic communication between the other states
Responding to local input on ICJ policies and processes.
more staff for quicker processing of paperwork

**Question 19: Please list any other comments you have regarding the staffing and/or procedures in your ICJ State Office.**

The ICJ office could use a full-time staff dedicated to ICJ.
We feel that in Alabama ICJ is housed in the appropriate State agency (DYS)
We need consistency with other states providing us with quarterly reports
Would like to see regional telecons with other ICJ Offices on a quarterly basis
Because we are cross-trained in juvenile interstate laws and procedures , we are uniquely able to plan for our most involved children with facility and expertise. Would recommend this to other states.
I wasn't sure how to respond to the staffing questions in ten and eleven above because at this time, none of the staff listed work solely for the Compact, we all have other duties. However, for the most part the DCA and Assistant positions are responsible for the workload. The two part-time staff that I checked are the Commissioner and Deputy Attorney General who provide leadership and advice toward policy making and difficult cases. Also, because the ICJ office is within the Idaho Department of Juvenile Corrections, there is access to the expertise of countless professionals who are consulted with as needed such as educators, clinicians, medical personnel and so forth.
Getting another dedicated ICJ staff, part-time, will greatly increase our compliance in the areas we are deficient in.
Need to focus on establishing our State Council. More training for other stakeholders ie, judges, DAs, defense counsel, LE agencies.
I think that our office runs smoothly, with open communication. However, I do think it would be improved if we were a unified state (probation and parole) under one umbrella.
ICJ is a job function that can be extremely busy. When you have many other job functions that take up a big percentage of your work it is easy to make errors on ICJ. I have found that most agencies that house ICJ view that job function as selective and not priority therefore does not get the attention that it needs which is why the State Councils are so important.
This office will need more staffing if new compact goes to national database that requires data entry.
When Oregon became a member of the New Commission on Juveniles, the legislation provided for an additional staff to assist with new changes/requirements.
Compliance to the new ICJ time frames will be an issue for our office with the limited number of staff that we have.
I think the SC ICJ office needs one additional staff to be on top of compliance requirements with the new compact, but the FTE we had for that was cut due to current budget issues in SC
It is hard when I am the only person who handling all the ICJ matters, I do have a person that helps with the Runaway cases but I am the primary person in charge of all the ICJ matters. With the new compact, I feel I need another full time person to be able to assist in trying to get the state council establish, to assist when I am away on training, to assist with incoming and outgoing cases, to assist in training of the field staff, update the manual, to respond to questions/concerns from local staff and other states, filing, mailing and basically to assist basically with the day to day operation.
Being able to send and receive all ICJ forms electronically would save a lot of paperwork and time.
Understaffed with only one dedicated ICJ staff. Do not see any change in future due to budget constraints.