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S.A.D.E.
CONSULTING FIRM
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OCTOBER 25, 2017
JOB ANALYSIS

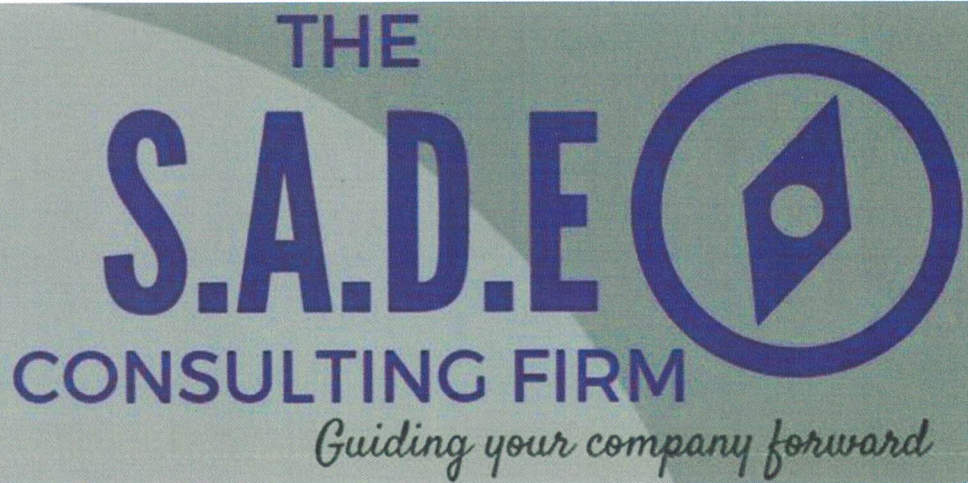
**JUVENILE
SUPERVISION
OFFICER**

**PERSONNEL
PSYCHOLOGY**



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About S.A.D.E Consulting Firm

Our Consulting Firm is located in Houston, TX and consists with a team of qualified and dedicated I/O Consultants. Each team member specializes in particular fields, including Job Analysis. We guide many top rated companies surrounding the Greater Houston area toward their company goals.

Our firm believes in integrity, accuracy and efficiency. We will guide your company forward!

Thanks for choosing S.A.D.E Consulting for your Job Analysis.

Sincerely,

Sarah, Alexandria, Danika, Elizabeth

For more information, please feel free to visit our website or contact us:

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Executive Summary

A Juvenile Supervision Officer (JSO) may have to take on many roles in their positions; therefore, it is imperative that one understands the job thoroughly. A specific set of knowledge, skills, and abilities, or KSAO's, are needed to be successful in this position. Although this job has a high turnover rate, it is still highly sought after. A job analysis would allow for a better understanding of these KSAO's which would reduce turnover and attract more applicants to the position.

Future employees will deal with various types of young adults from different ethnic groups, backgrounds and lifestyles. Many of whom apply to these positions will need to be comfortable with interacting with individuals from diverse backgrounds and have an understanding of youth that may have been exposed to drugs, gangs, and rape. For example, some youth that are admitted into the program are gang affiliated, so it is imperative that JSO's be aware of what to look out for. It is reasons like this make conducting a job analysis critical for the organization. Conducting a proper job analysis will save the organization time and money. Turnover can decline drastically if recruitment and selection methods are improved.

As I-O consultants, our team has delved into the "In the Life of a Juvenile Supervision Officer" to fully understand the skill set and tasks that are required. Our job analysis went through several steps: a literature review, interviews with SME's (Subject Matter Experts), and distribution of surveys. First, a literature review was conducted looking at juvenile supervision officer positions in different counties, frequently asked questions about the position, and pre-recorded video interviews about the position. It was necessary to view how correctional facilities in different areas classified the position to identify differences in responsibilities. The videos were able to offer insight to what the job entails from the perspective of an actual juvenile officer, and the questions identified necessary requirements that individuals needed before beginning the job. Our team also viewed O*NET to see if any new skills were added that were not listed on the reviewed job descriptions.

Second, interviews with (SME's) were crucial to our job analysis. One of our SME's was a unit supervisor. This allowed our team even more insight to the job, tasks, and the organization itself. Next, all of our research was combined to a Task Analysis Survey of what we believed to be the most important tasks that JSO's are expected to do.

Finally, all the information we collected through the literature review, interviews, and surveys were combined to create a detailed list of task statements and list of KSAO's that a juvenile supervision officer needs to successfully perform the job. This information can help the organization reduce turnover by offering a realistic job preview in job postings, as well as optimize the selection process by providing the interviewer with the necessary information to ask the best questions.



Job Analysis

Purpose and Organizational Background

In this job analysis project, we were tasked with learning what knowledge, skills, abilities, and work tasks are needed to be a Juvenile Supervision Officer or JSO for short. The organization that our team conducted a job analysis for is called the Harris County Youth Village. This facility was founded in 1973 and services hundreds of youths each year. The Youth Village is a secondary correctional placement facility for girls and boys between the ages 12-16 that have committed crimes, but are too young to go to an adult correctional facility. At the Youth Village, residents usually stay for about 6-9 months and participate in a 5 step therapeutic program where they build skills to be successful when they finally return home.

Consulting Team

Our consulting team consists of 4 Industrial Organizational psychology graduate students that are conducting a job analysis of the Harris County Youth Village to determine why the turnover rate is so high for Juvenile Supervision officers. The Harris County Juvenile Department spends an enormous amount of money on training its JSO's and would benefit tremendously by discovering a solution to this problem.

Methods

Literature Review

Our team began the job analysis by looking at the websites of other juvenile correction facilities that neighbored Harris County. We compared different job requirements for each of the different counties JSO's, and documented commonalities among the positions. Additionally, we refereed to the frequently asked questions about the position and viewed video interviews to understand the position better. For example, all of the positions required applicants to have at least a GED or high school diploma, and to be at least 21 years of age. We then took the literature review a step further and used these commonalities to help structure our survey to see if the information found in the literature review was accurate. The frequently asked questions, job position websites, and videos are all located under Appendix A for reference.



Subject Matter Expert Interviews

Two SME's were identified at the Harris County Youth Village and interviewed to gather more information about what a JSO position is like in the day to day activities. One of the selected SME's was a supervisor, and another was a JSO with 2-3 years' experience at that facility. Each of the interviewees were asked the same standardized questions to allow our team to create more accurate task statements for the JSO position. A copy of the interview questions can be found under Appendix B. These questions covered topics about what type of tasks JSO's completed on the daily basis, equipment and tools needed, physical requirements and abilities, and questions about the working environment. An example question from the interview is "Can you explain a time when you encountered a critical incident? What happened and what did you do?" This question not only highlights tasks that are crucial to successful performance, but also helps identify required KSAO's, or knowledge, skills, abilities, and other characteristics, to perform the job. The information collected during the interview was used in combination with the literature review data to create an accurate task statement inventory and KSAO's.

Survey

The final step was collecting information from other JSO's through a survey. This survey listed different KSAO's, along with descriptions of tasks gathered from the literature review and interviews previously conducted. A full copy of the survey and the questions can be found in Appendix C. There were a total of 26 different items. Participants were asked to identify the importance, frequency, and whether or not it could be obtained on the job or before. There were 4 levels of importance including not necessary, useful, but not important, important, and critical. Additionally, there were 4 levels of frequency which consisted of never, less than 1 month, weekly, and daily. Finally, for the last segment simply had the JSO indicate if the KSAO needed to be attained before entry to the job, or could be learned on the job. An example question could be the item under knowledge section which stated knowledge of human behavior and performance, personality, learning, and motivation. Participants then rated how necessary this type of knowledge was for the positions, and how frequently they had to use it in their position. They also rated if this knowledge was something they obtained on the job or had to have before they began their position.



Task Statement Inventory

- Have some knowledge of human behavior (e.g. performance, personality, learning and motivation).
- Be aware of public safety and security procedures.
- Use de-escalation techniques to return residents back to their baseline behaviors.
- Be knowledgeable of relevant policies and procedures for Harris County Youth Village.
- Knowledge of providing customer and personal services. For example, customer needs assessment, meeting quality standards for services, and evaluation.
- Find alternative solutions, conclusions, or approaches to problems.
- Be empathetic, while having awareness and understanding for others' actions and reactions.
- Verbally communicate with others and convey information effectively.
- Use active listening skills by providing full attention to what people say, take time to understand what others are saying/ asking, and ask appropriate questions.
- Demonstrate good writing skills by communicating effectively through writing as appropriate for the needs of the audience.
- Monitor and assess your performance, the performance of other co-workers, or residents to make improvements.
- Identify complex problems and work towards a solution through by identifying related information and options.
- Be able to use a computer and have a basic understanding of Microsoft Office.
- Be able to see details at close range (within a few feet).
- Can adapt to change in environments quickly.
- Facilitate activities for residents during programming time.
- Be able to lift, push, and pull 20-50 lbs.
- Work in a physically demanding environment.
- Have a good sense of emotional stability to navigate difficult situations.
- Able to work with emotionally disturbed, and/or violent adolescents.
- Administer drug and alcohol tests, including random drug screens to residents.
- Write reports describing residents' weekly progress.
- Operates departmental vehicles for the safe transport of juveniles as needed.
- Adhere to all departmental policies and procedures, the Texas Juvenile Justice Department (TJJD) standards; federal, state and local statutes at all times.
- Maintain structured and clean work areas in the entire facility, especially in the units, dorms, rooms, classrooms, recreation areas and hallways, etc..
- Complete reports, and daily logs at certain intervals and should not exceed the allotted time when documenting resident behavior/progress.
- Remain professional at all times when looking for contraband during strip searches and pat-downs.
- Have the ability to execute mechanical and physical restraints learned in training when the time presents itself.
- Stay alert at all times.
- Hold residents accountable for their actions.



Work Related Characteristics

Knowledge

- Psychology
- *Public security and Safety
- Customer Service
- De-escalation techniques
- Basic Arithmetic

Skills

- *Active Listening
- Basic computer skills
- *Critical Thinking
- Writing
- *Monitoring
- Communication
- Complex Problem solving skills
- Flexible
- Time management
- Working with Children
- Supervision of minors

Abilities

- *Near Vision
- Be able to lift, push, and pull 20-50 lbs.
- Ability to operate a vehicle to transport residents back and forth
- *Ability to adapt to change
- Facilitate activities

Other Personal Characteristics

- *Work in physically demanding environment
- *Emotional Stability
- Patience

* Asterisk are main designated Work Related Characteristics



Appendices

Appendix A- Literature Review Sources

Job postings:

- <https://www.tjtd.texas.gov/aboutus/jobopportunities/jobpostinfo.aspx?ID=RN3KzNj/8UA=>
- <http://www.galvestoncountytexas.gov/hr/Job%20Postings/Juvenile%20Supervision%20Officer%20PT.pdf>
- <http://brazoriacountytexas.gov/Home/Components/JobPosts/Job/1204/206>
- <https://www.onetonline.org/link/summary/21-1092.00>
- <https://www.governmentjobs.com/jobs/1139509-0/juvenile-supervision-officer>

Videos:

- <https://www.youtube.com/watch?v=JiWok5rg1-8>
- https://www.youtube.com/watch?v=tOMLFM_x4Ww

Frequently Asked Questions about JSO qualifications:

- What are the qualifications?
 - Qualifications for jobs at Harris County Juvenile Probation Department vary with the positions. General requirements for all positions here include being at least 21 years of age, pass a criminal background check, show proof of a and be able to secure a Texas Driver's License.
- Do I need a degree?
 - Juvenile Supervision Officers only require a HS Diploma or GED, although experience working with youth is preferred.
- Will I be trained?
 - All new employees attend a week-long New Hire Orientation. All certified officers attend an additional week and a half of Academy Training for JSO.



Appendix B- Job Analysis Interview Questions for a Juvenile Supervision Officer

What is your job title?

How long have you been working in this job?

How long have you been working for this company?

How many hours do you work per week?

Tasks

Tell me what a JSO does in a typical day. Start from when you come in the door, and take me through the things you do.

Are there things that are part of a JSO's job that you don't do every day? Things you do weekly, quarterly, or yearly?

What machines, equipment, tools, or work aids are in this job?

Identification of Human Requirements

What kind of physical requirements does the job have?

To what extent does the job require vision, audition, sensation and smell?

What interpersonal abilities are required?

What facts or principles must a JSO be acquainted with to carry out your job duties?

Environmental Conditions

Describe the nature of your work environment (e.g. noisy, cramped, exposure to extreme temperatures, etc.)

Other

Can you explain a time when you encountered a critical incident? What happened and what did you do?

Are there any additional elements about the job that would help me better understand what you do?



Appendix C- Job Analysis Tasks Surveys



Appendix D- Completed Job Analysis Tasks and Interview Surveys

[illegible]

[illegible]

Job Analysis Survey									
Item	Importance				Frequency			Attain	
	Not Necessary	Useful, but not necessary	Important	Critical	Never	Weekly	Daily	Before entry	on the job
Juvenile Supervisor Officer									
Knowledge									
Psychology- knowledge of human behavior and performance, personality, learning and motivation.			X				X		X
Public Safety and Security- De-escalation techniques, knowledge relevant to policies, procedures.				X			X		X
Customer and Personal Service- knowledge of providing customer and personal services. Includes customer needs assessment, meeting quality standards for services and evaluation.			X			X			X
Skills									
Critical Thinking- using logic and reasoning to identify strengths and issues. Finding alternative solutions, conclusions or approaches to problems.				X			X	X	
Social Perceptiveness- Being aware of others' reactions and understanding why they may react as they do.				X			X	X	
Speaking- Talking to others to convey information effectively.				X			X	X	
Active Listening- Giving full attention to what people are saying, taking time to understand what others are saying or asking. Asking questions as appropriate and not interrupting at inappropriate times.			X				X	X	
Writing- Communication effectively in writing as appropriate for the needs of the audience.				X			X	X	
Monitoring- Monitoring/ Assessing performance of yourself, other individuals, or organizations to make improvements.			X			X		X	
Complex Problem Solving- Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.			X				X		X
Computer skills- ability to use a computer, understanding of databases and basic understanding of Microsoft Office.	X					X			X
Abilities									
Speech Clarity- the ability to speak clearly so others can understand you.				X			X	X	
Near Vision- the ability to see details at close range (within a few feet of the observer).				X			X	X	
Ability to operate a vehicle to transport residents back and forth.			X			X		X	
Ability to adapt to change in environments quickly.			X	X		X			X
Facilitate activities.			X	X			X		X
Ability to lift, push, and pull 20-50 lbs.	X					X	X		X
Other characteristics									
Work in a physically demanding environment.				X			X		X
Emotional stability.			X				X	X	
Able to work with physical, emotionally disturbed, and/or violent children/adolescents.				X			X		X
Tasks									
Administer drug and alcohol tests, including random drug screens to offenders.			X			X			X
Write reports describing offenders' progress.			X			X			X
Operates departmental vehicles for the safe transport of juveniles as needed.			X			X			X
Adheres to all departmental policies and procedures, the Texas Juvenile Justice Department (TJJD) standards; federal, state and local statutes at all times.				X			X		X
Maintains structured and clean work areas in the entire facility, especially in the units, dorms, rooms, classrooms, recreation areas and hallways, etc..			X				X		X
Completes reports, and daily logs, at certain intervals and should not exceed the allotted time when documenting resident behavior/progress.				X		X			X

Job Analysis Survey									
Item	Importance				Frequency			Attain	
	Not Necessary	Useful, but not necessary	Important	Critical	Never	Weekly	Daily	Before entry	on the job
Juvenile Supervisor Officer									
Knowledge									
Psychology- knowledge of human behavior and performance, personality, learning and motivation.		X	X				X		X
Public Safety and Security- De-escalation techniques, knowledge relevant to policies, procedures.				X			X		X
Customer and Personal Service- knowledge of providing customer and personal services. Includes customer needs assessment, meeting quality standards for services and evaluation.		X							
Skills									
Critical Thinking- using logic and reasoning to identify strengths and issues. Finding alternative solutions, conclusions or approaches to problems.				X			X		X
Social Perceptiveness- Being aware of others' reactions and understanding why they may react as they do.		X					X		X
Speaking- Talking to others to convey information effectively.			X						
Active Listening- Giving full attention to what people are saying, taking time to understand what others are saying or asking. Asking questions as appropriate and not interrupting at inappropriate times.		X					X		X
Writing- Communication effectively in writing as appropriate for the needs of the audience.				X					
Monitoring- Monitoring/ Assessing performance of yourself, other individuals, or organizations to make improvements.				X			X		X
Complex Problem Solving- Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.			X				X	X	
Computer skills- ability to use a computer, understanding of databases and basic understanding of Microsoft Office.		X				X		X	
Abilities									
Speech Clarity- the ability to speak clearly so others can understand you.			X				X		X
Near Vision- the ability to see details at close range (within a few feet of the observer).				X			X		X
Ability to operate a vehicle to transport residents back and forth.			X				X		X
Ability to adapt to change in environments quickly.				X			X	X	X
Facilitate activities.		X							
Ability to lift, push, and pull 20-50 lbs.	X				X				
Other characteristics									
Work in a physically demanding environment.			X		X	X	X		X
Emotional stability.				X			X		X
Able to work with physical, emotionally disturbed, and/or violent children/adolescents.				X			X		X
Tasks									
Administer drug and alcohol tests, including random drug screens to offenders.				X			X		X
Write reports describing offenders' progress.				X			X		X
Operates departmental vehicles for the safe transport of juveniles as needed.			X				X		X
Adheres to all departmental policies and procedures, the Texas Juvenile Justice Department (TJJD) standards; federal, state and local statutes at all times.				X			X	X	
Maintains structured and clean work areas in the entire facility, especially in the units, dorms, rooms, classrooms, recreation areas and hallways, etc..				X			X		X
Completes reports, and daily logs, at certain intervals and should not exceed the allotted time when documenting resident behavior/progress.				X			X		X

Job Analysis Survey									
Item	Importance				Frequency			Attain	
	Not Necessary	Useful, but not necessary	Important	Critical	Never	Weekly	Daily	Before entry	on the job
Juvenile Supervisor Officer									
Knowledge									
Psychology- knowledge of human behavior and performance, personality, learning and motivation.				✓			✓	✓	
Public Safety and Security- De-escalation techniques, knowledge relevant to policies, procedures.				✓			✓		✓
Customer and Personal Service- knowledge of providing customer and personal services. Includes customer needs assessment, meeting quality standards for services and evaluation.				✓			✓	✓	
Skills									
Critical Thinking- using logic and reasoning to identify strengths and issues. Finding alternative solutions, conclusions or approaches to problems.				✓			✓	✓	
Social Perceptiveness- Being aware of others' reactions and understanding why they may react as they do.				✓			✓	✓	
Speaking- Talking to others to convey information effectively.				✓			✓	✓	
Active Listening- Giving full attention to what people are saying, taking time to understand what others are saying or asking. Asking questions as appropriate and not interrupting at inappropriate times.				✓			✓	✓	
Writing- Communication effectively in writing as appropriate for the needs of the audience.			✓				✓	✓	
Monitoring- Monitoring/ Assessing performance of yourself, other individuals, or organizations to make improvements.			✓				✓	✓	
Complex Problem Solving- Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.				✓			✓	✓	
Computer skills- ability to use a computer, understanding of databases and basic understanding of Microsoft Office.	✓					✓		✓	
Abilities									
Speech Clarity- the ability to speak clearly so others can understand you.			✓				✓	✓	
Near Vision- the ability to see details at close range (within a few feet of the observer).			✓				✓	✓	
Ability to operate a vehicle to transport residents back and forth.			✓				✓	✓	
Ability to adapt to change in environments quickly.			✓	✓			✓	✓	
Facilitate activities.			✓				✓	✓	
Ability to lift, push, and pull 20-50 lbs.			✓				✓	✓	
Other characteristics									
Work in a physically demanding environment.			✓	✓			✓	✓	
Emotional stability.				✓			✓	✓	
Able to work with physical, emotionally disturbed, and/or violent children/adolescents.				✓			✓	✓	
Tasks									
Administer drug and alcohol tests, including random drug screens to offenders.		✓	✓		✓	✓			✓
Write reports describing offenders' progress.			✓			✓			✓
Operates departmental vehicles for the safe transport of juveniles as needed.			✓			✓			✓
Adheres to all departmental policies and procedures, the Texas Juvenile Justice Department (TJJD) standards; federal, state and local statutes at all times.				✓			✓		✓
Maintains structured and clean work areas in the entire facility, especially in the units, dorms, rooms, classrooms, recreation areas and hallways, etc..			✓				✓		✓
Completes reports, and daily logs, at certain intervals and should not exceed the allotted time when documenting resident behavior/progress.			✓				✓		✓

- Mechanical restraints - handcuffs.
 - Daily programming log, incident reports, and 1BT sheets
 - strip searches (Intensive behavior treatment)

Job analysis Interview Questions for a Juvenile Supervision Officer

What is your job title? *Juvenile Supervision Officer*

How long have you been working in this job? *2 years & 9 months*

How long have you been working for this company? *1 year and 9 months*

How many hours do you work per week? *40*

Tasks

Tell me what a JSO does in a typical day. Start from when you come in the door, and take me through the things you do. *Put your things down, check in, Put your lunch in refrigerator, debriefing, assigned a unit, sign out keys, get your pop. observe the unit for anything out of line or not appropriate & correct it. observation log, and*
debrief from staff, update documentation, call in how many in your population

Are there things that are part of a JSO's job that you don't do every day? Things you do weekly, quarterly, or yearly? *Fresh, laundry, meal count, front desk.*

What machines, equipment, tools, or work aids are in this job?

Washing Machine (
Computers, Phones, website with policies

Identification of Human Requirements

What kind of physical requirements does the job have? *Physical restraints, walking up and down stairs*

To what extent does the job require vision, audition, sensation and smell?

During observations of units and residents

What interpersonal abilities are required? *Good communication skills*
Love helping children

What facts or principles must a JSO be acquainted with to carry out your job duties?

Environmental Conditions

Describe the nature of your work environment (e.g. noisy, cramped, exposure to extreme temperatures, ect.)

Have trainings
Knowledge of juvenile youth and policies & procedures of Harris County
Cold and noisy when residents wake up in the morning to get ready for bed.

Other

Can you explain a time when you encountered a critical incident? What happened and what did you do?

A child tried to commit suicide by tying her undergarments & socks together. She then tied it around her neck squeezing it tighter & tighter. A team of us went in and took it from her. Then she attempted to flood the toilet. The next morning they removed her and took her back to HCPH (a psychiatric hospital)

Are there any additional elements about the job that would help me better understand what you do?

We transport residents to the main building for breakfast, school, lunch, gym time and nurses visits.