



Employee Work Profile

PART I – Position Identification Information	
1. Employee's Name AND Position Number:	2. Agency Name & Code: Department of Juvenile Justice 777
3. Work Location/Code:	4. Division/Unit :
5. Role Title & Code: Security Manager I/69115	6. Pay Band / Sub-Band: 4 11
7. Work Title: Security Manager	8. Former Classification Title & Code: Corrections Lieutenant/72062
9. EEO Code: D	10. FLSA Status: <input type="checkbox"/> Exempt <input checked="" type="checkbox"/> Non-Exempt
11. Supervisor's Position Number AND Work Title Operations Manager	12. Employee is designated as: <input checked="" type="checkbox"/> Essential <input type="checkbox"/> Non-essential
13. Performance Cycle: 10/25/14 through 10/24/15 Date Written:	15. <input checked="" type="checkbox"/> Original EWP for this cycle (Date) <input type="checkbox"/> Revised EWP for this cycle (Date) _____ <input type="checkbox"/> Re-evaluation EWP (Date) _____
14. Position Subject to Economic Interest? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

PART II – Work Description & Performance Plan	
<p>16. Organizational Objective: The Virginia Department of Juvenile Justice (DJJ) protects the public by preparing court-involved youth to be successful citizens. DJJ is committed to excellence in public safety by providing effective interventions that improve the lives of youth, strengthening both families and communities within the Commonwealth.</p>	<p>17. Position Objective: Supervises, coordinates, and directs security operations. Ensures the effective implementation of supervision and security to provide residents and staff with a safe environment conducive to treatment, growth, and change.</p>
<p>18. Knowledge, Skills, Abilities and/or Competencies: Extensive knowledge of the principles, techniques, and practices of security and coordination with other operational units in a secure residential setting. Demonstrated ability to apply security practices and procedures; use appropriate restraint methods; operate security tools and equipment; and administer first aid. Demonstrated ability to work independently; effectively communicate orally and in writing; prepare and review records and reports; and conduct inspections. Demonstrated ability to supervise, coach, and mentor staff. Knowledge of supervisory techniques, performance management, employee development, and security procedures. Ability to guide the security functions, effectively plan and organize, and coordinate with multi-disciplinary team members. Skilled in conflict resolution and crisis intervention.</p>	
<p>19. Education, Experience, Licensure, Certification: High school graduate or equivalent required, with some college, post-high school education, or equivalent experience preferred. Degree or coursework in criminal justice, social science, or public administration preferred. Must successfully complete Department of Juvenile Justice mandated training and certifications. Considerable experience working with juveniles or working in a secure residential setting is required. Experience supervising staff is required. Must have valid driver's license by time of employment.</p>	

	20. Core Responsibilities	21. Measures for Core Responsibilities
10%	A. Human Resource Management	<ul style="list-style-type: none"> Supervises security coordinators. Expectations are clear, well communicated, and relate to mission, vision and goals of the department; staff receive constructive informal and formal documented feedback in a timely manner;

		<p>requirements of performance planning and evaluation are met within established deadlines and with proper documentation; and employee development is encouraged and fostered;</p> <ul style="list-style-type: none"> • Serves as role model and mentor to staff, to include conducting on-the-job training. • Acknowledges and rewards positive staff performance, and documents and implements immediate corrections to identified deficiencies. • Interviewing, selection and hiring of employees is conducted in accordance with policy and law; employees are oriented and trained to effectively accomplish their work; • Other human resource practices are administered in accordance with policies and laws. Appropriately monitors and reports timekeeping and leave records and ensures appropriate notification of new hires, separating employees, and employees on extended leave or suspensions. Ensures that disciplinary actions are properly documented and reviewed. • Ensures that employees are trained in safety procedures and fosters a safe work environment. Works cooperatively and effectively with Human Resources and third party administrators (UNUM, Workers' Compensation Commission, etc.) to identify appropriate job modifications and to promote safe and prompt return-to-work actions for subordinate employees. • Effectively manages costs for overtime, wage employment, and contractual services by maximizing use of resources, scheduling effectively, and delegating and distributing workloads appropriately. • Ensures appropriate and permissible use of computer equipment, telecommunications, networks, and automated systems; maintains confidentiality of database information. • Effectively adheres to procurement procedures. • Appropriately inventories and uses DJJ and Commonwealth equipment in a safe manner ensuring proper and routine maintenance services maximize the life of the equipment.
35%	B. Facility Security	<ul style="list-style-type: none"> • Supervises and monitors daily operations and support activities to include residents' transportation, on-campus movement, and health services • Directs and monitors daily activities of required posts, to include perimeter security, entries and exits, and control room duties, and ensures and/or verifies security, safety, and support requirements are met. • Directs all security functions and designated post assignments • Ensures compliance with the issuance and usage of tools/equipment and keys in accordance with procedures. • Monitors and ensures inspections and searches of common physical areas (e.g., school, dining hall) and perimeters in accordance with procedures to ensure that security, public safety, and a healthy environment are maintained. • Conducts regular and unannounced observations of staff and posts, engaging with staff in-person while providing feedback and corrective action, as required. • Ensures that security/safety checks of designated areas (e.g., perimeter gates, entrances, common areas) are conducted according to the established schedule to ensure they are in good working order and are in compliance with procedures.

		<ul style="list-style-type: none"> • Ensures the inspections and searches of visitors, staff, residents, and other incoming property or equipment in accordance with procedures to ensure that security, public safety, and a healthy environment is maintained. • Serves as a liaison between Community Operations, Division of Education, Health Services, and Behavioral Services Unit in the scheduling of and movement for activities and services in accordance with security requirements.
35%	C. Administrative	<ul style="list-style-type: none"> • Conducts daily shift meetings and monthly meetings with supervisees, documenting agenda and minutes. • Ensures communication systems (e.g., radio, intercom, telephone, touch screens) are operational at all times. • Approves staff schedules to ensure that posts are adequately staffed. • Monitors the training of staff for posts to ensure coverage requirements are met. • Ensures all deficiencies and unsafe conditions that are detected or reported are addressed, taking corrective action when needed. • Documents and reports observed resident behavior to appropriate residential staff, with comments on notable resident positive or negative behaviors. • Ensures a safe and healthy work environment through compliance with all safety procedures and practices. • Seeks prior approval from supervisor, in accordance with procedure, for any changes to the established work schedule, including the use of leave, late arrivals and/or early departures. • Ensures workspace is clean and free of clutter. • Ensures completion of all administrative documentation (such as time sheets, leave forms, incident reports, logbook entries, various forms, etc.) legibly, timely, and accurately. • Responds to emails, phone calls, and other requests in a prompt and professional manner. • Ensures staff is knowledgeable of and adheres to all state and federal regulations (e.g., OSHA, PREA), Standard Operating Procedures, and post orders. Drafts post orders as required. • Reviews documentation and reports, including inspections and logbooks to ensure compliance with SOP and regulatory requirements. • Conducts investigations and writes reports describing findings.
10%	D. Incident and Emergency Response	<ul style="list-style-type: none"> • Directs and intervenes in/assists with security/safety incidents and emergencies promptly as outlined in established procedures, using appropriate techniques. • Immediately directs and intervenes in behavioral crisis situations to ensure safety through the use of approved intervention/de-escalation strategies and techniques. • Directs and intervenes in/assists with security/safety emergencies promptly, in accordance with procedure and training. • Notifies the Operations Manager or designee immediately of all incidents that occur that are not considered normal, routine operations. • Notifies the Operations Manager or designee immediately of situations, events, property, or equipment that poses a risk to life, health, or safety.
10%	E. Agency Values	Displays appearance, behavior, demeanor, character, and

		<p>communication of a professional, and represents/portrays the unit and agency in a manner consistent with the values of the agency, and performs other duties as assigned in support of the mission and values of the agency.</p> <p>Knowledge: We stay on the cutting edge of effective juvenile justice by keeping abreast of facts, information, data and best practices as they become available. To achieve the agency’s mission, we apply this knowledge with competence according to laws, regulations, policies and procedures. The youth, families and communities we work with are our first priority.</p> <p>Professionalism: As representatives and ambassadors of DJJ, we always adhere to our standards of conduct by behaving responsibly, appropriately, and with discipline.</p> <p>Respect: We treat everyone equitably and impartially, recognizing the diversity of individuals and their viewpoints. We are aware of body language, tone and words during our conversations. We acknowledge the issues of others and always strive for a clear solution. The “Golden Rule” is standard operating procedure: Treat others the way you wish to be treated.</p> <p>Integrity: We are honest, truthful and non-judgmental in all our professional interactions. We follow policy and procedures and accept responsibility for our actions. Our decisions are ethical and always honor confidentiality.</p> <p>Dedication: We are fully committed to fulfilling the agency’s mission. We serve as ambassadors of the agency, representing it with loyalty, enthusiasm, and perseverance. We can see the “big picture,” and routinely make personal sacrifices for the good of the agency. We play as a team.</p> <p>Effective Communication: We are good listeners. When we communicate with our clients, courts, customers and colleagues, we do so clearly and concisely in a timely manner. Our communications are respectful, accurate, constructive, candid and relevant, offering well-considered solutions.</p>
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22. Special Assignments	23. Measures for Special Assignments
K. In support of Governor’s Executive Order 44, may be required to assist the agency or state government generally in the event of an emergency declaration by the Governor.	
24. Additional Evaluation Factors	25. Measures for Additional Evaluation Factors
L.	

Performance Factors: The following performance factors should be considered and wherever possible, incorporated into the Core Responsibilities and the Performance Measures.

- **Interpersonal Relations** – The extent to which the employee establishes effective working relationships when dealing with supervisors, co-workers, public officials and the general public.

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- **Communications** – The extent to which the employee effectively expresses ideas orally or in writing as required to perform the job.
 - **Attendance/Punctuality** – The extent to which attendance and/or punctuality support performance at the expected level.
 - **Safety** – The extent to which the employee follows established safety practices and corrects the unsafe work practices on the job.
 - **Planning/Analytical Skills/Decision Making** – The extent to which the employee demonstrates the skills to analyze and solve problems. This refers to the gathering of information, anticipation of problems, investigation of the validity of information, weighing of consequences, and soundness of decisions.

PART III – Employee Development Plan	
Performance Cycle Goals	
26. Personal Learning Goals	27. Learning Steps/Resource Needs (Skills/experience which will enhance performance in the role). Must possess all mandated certifications for position role/title. Complete all In/Service or Basic Skills Training and any other DJJ/facility mandated training requirements. Supervisor Essential Skills or any other related supervisory level training.

PART IV – Review of Work Description/Performance Plan		
28. Employee's Comments:	Signature*	
	Print Name:	Date:
	* Employee's signature indicates that the Employee Work Profile has been shared with the employee.	
29. Supervisor's Comments	Signature*	
	Print Name:	Date:
30. Reviewer's Comments:	Signature*	
	Print Name:	Date:

PART V – Physical/Cognitive Requirements

Indicate by each element an E = Essential, M = Marginal, or N/A

Physical Demands and Activities:

Light lifting	<20 lbs.	<u> E </u>	Standing	<u> E </u>	Bending	<u> E </u>	Walking	<u> E </u>
Moderate lifting	20-50 lbs.	<u> E </u>	Sitting	<u> M </u>	Reaching	<u> E </u>	Climbing	<u> E </u>
Heavy lifting	>50 lbs.	<u> M </u>	Repetitive motion		<u> E </u>			
Pushing/pulling		<u> E </u>	Other	<u>Must possess current certifications: HWC CPR, First Aid</u>				

Emotional Demands:

Fast pace	<u> E </u>	Avg. pace	<u> M </u>
Multiple priorities	<u> E </u>		
Intense customer interaction	<u> E </u>		
Multiple stimuli	<u> E </u>		
Frequent change	<u> E </u>		
Few stimuli or routine	<u> E </u>		

Mental/Sensory Demands:

Hearing	<u> E </u>	Memory	<u> E </u>	Analyzing	<u> E </u>
Reading	<u> E </u>	Reasoning	<u> E </u>		
Written communication	<u> E </u>				
Oral communication	<u> E </u>				
Other	<u>Combative offender contact</u>				

EMPLOYEE WORK PROFILE PERFORMANCE EVALUATION

The following pages are printed separate from the remainder of the EWP because they contain confidential employee information.

DATE: _____

CHECK HERE IF THIS IS AN INTERIM EVALUATION.

PART VI – Position Identification Information	
31. Employee Name and Position Number:	32. Agency Name & Code; Division/Department: Department of Juvenile Justice 777
33. Role Title and Code:	34. Employee ID Number:

PART VII – Performance Evaluation	
35. Core Responsibilities - Rating Earned	36. Core Responsibilities - Comments on Results Achieved
A. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Major Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Marginal Contributor <input type="checkbox"/> Below Contributor	
B. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Major Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Marginal Contributor <input type="checkbox"/> Below Contributor	
C. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Major Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Marginal Contributor <input type="checkbox"/> Below Contributor	
D. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Major Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Marginal Contributor <input type="checkbox"/> Below Contributor	
E. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Major Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Marginal Contributor <input type="checkbox"/> Below Contributor	

F. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Major Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Marginal Contributor <input type="checkbox"/> Below Contributor	
37. Special Assignments - Rating Earned	38. Special Assignments - Comments on Results Achieved
G. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Major Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Marginal Contributor <input type="checkbox"/> Below Contributor	
H. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Major Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Marginal Contributor <input type="checkbox"/> Below Contributor	
I. <input type="checkbox"/> Extraordinary Contributor <input type="checkbox"/> Major Contributor <input type="checkbox"/> Contributor <input type="checkbox"/> Marginal Contributor <input type="checkbox"/> Below Contributor	
39. Other significant results for the performance cycle:	

Part VIII – Employee Development Results
40. Year-end Learning Accomplishments:

Part IX - Overall Results Assessment and Rating Earned

An employee must receive at least one Performance Management Need Improvement/Substandard Performance form during the performance cycle in order to be eligible for an overall "Below Contributor" rating during the same performance cycle.

An employee who earns an overall rating of "Below Contributor" must be reviewed again within three months.

An employee must receive at least one Acknowledgment of Extraordinary Contribution form during the performance cycle in order to be eligible for an overall "Extraordinary Contributor" rating during the same performance cycle. However, the receipt of an Acknowledgment of Extraordinary Contribution form does not guarantee an overall performance rating of "Extraordinary Contributor" for that performance cycle.

Although DJJ has the additional two ratings of "Major Contributor" and "Marginal Contributor", the Department of Human Resource Management (DHRM) only allows for three ratings. If an employee is rated overall with either of these ratings, the rating will be entered into the DHRM database as "Contributor".

Extraordinary Contributor

Performance is characterized by exemplary accomplishments throughout the performance cycle. Performance consistently surpasses the criteria of the job function. Employee must have ratings of "Extraordinary Contributor" on at least 70% of all core responsibilities and must not have a "Marginal Contributor" or "Below Contributor" rating on any core responsibilities. An employee receiving an overall rating of "Extraordinary Contributor" must have received at least one Acknowledgment of Extraordinary Contribution form during the performance cycle.

Major Contributor

Performance is characterized by strong execution of basic job duties, accented by numerous extra efforts which exceed basic job requirements. Employee must have ratings of "Major Contributor" or above on at least 50% of all core responsibilities and no more than one rating of "Marginal Contributor" or "Below Contributor" rating on core responsibilities.

Contributor

Performance is characterized by work that is at or above the performance standards by achieving the criteria of the job function throughout the performance cycle. Employees at this level are achieving the core responsibilities and performance measures as outlined by the supervisor.

Marginal Contributor

Performance is characterized by marginal job accomplishments and not quite at the "Contributor" level, but demonstrating the capability to improve with additional training.

Below Contributor

Performance is characterized by work that fails to meet the criteria of the job function. An employee who receives an overall performance rating of "Below Contributor" must have an action plan developed by the supervisor. This plan should outline the minimum performance expectations. The employee's performance will be re-evaluated after 3 months.

Part X - Review of Performance Evaluation

41. Supervisor's Comments:	Signature: Print Name:	Date:
42. Reviewer's Comments:	Signature: Print Name:	Date:
43. Employee's Comments:	Signature: Print Name:	Date: