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Subject: Advisory Services – Succession Planning for Jan Evans Justice Center
Detention Division

In July 2024, the Division Director – Detention for Jan Evans Juvenile Justice Center contacted the Washoe County Internal Audit Division requesting guidance on developing and implementing a succession plan suitable for the needs of the Detention Division. A succession plan is a strategic process designed to identify and develop future leaders within an organization (i.e. Juvenile Detention Division), ensuring continuity and stability when key positions become vacant. It involves assessing the skills and potential of current employees, identifying those who can step into leadership roles, and providing them with the necessary training and development opportunities. Succession planning helps organizations prepare for unforeseen circumstances, such as sudden departures or retirements, by creating a pool of qualified candidates ready to take on critical roles. This proactive approach not only mitigates risks associated with leadership gaps but also fosters employee engagement and retention by demonstrating a commitment to career growth and advancement within the organization. In addition to the succession planning recommendations, the Division Director requested an evaluation of the job responsibilities and distribution, as well as an assessment on the current structure of positions within the Detention Division.

To provide recommendations for succession planning and other requests, the Internal Audit Division assessed the current operations of the Detention Division. Currently, the Detention Division operates with a hierarchical organizational structure, comprising of the following positions: Juvenile Detention Specialist (JDS), Senior Juvenile Detention Specialist (SJDS), Shift Supervisor, Juvenile Services Detention Manager (JSDM), and Division Director. It was also noted that all positions require at least a bachelor's degree in behavioral sciences, criminal justice, human services, social work or a closely related field OR five hundred (500) on-call hours as an intermittent JDS, OR combination of experience and education. The Juvenile Service Detention Manager and the Division Director positions also require a current and valid Nevada Commission on Peace Officers Standards and Training (POST) Basic Category I or II Certificate at the time of appointment.

Furthermore, the Internal Audit Division had individual discussions with the four (4) Shift Supervisors, the Juvenile Services Detention Manager, and the Division Director. Based on these discussions and observations made by the internal auditors it was noted that job responsibilities are inequitable amongst Shift Supervisors, with one or two having significantly more job responsibilities. The internal auditors also noted that some responsibilities performed by the Shift

Supervisors should be performed by the Juvenile Services Detention Manager or another position. Below is a summary of responsibilities currently performed by the Shift Supervisors (please note that the summary is not all inclusive of all job responsibilities being performed). In theory, the Shift Supervisors should be splitting their time between the floor and administration, however, this fluctuates greatly depending on the needs of the week.

Floor: Responsible for participating in floor work, overseeing SJDSs and JDSs, filling in when coverage is needed, supervising the safety and well-being of the juveniles. Scheduling and supervising daily activities of juveniles such as meals, recreation, educational programs, and ensuring compliance with rules and regulations. Conduct regular checks and maintain logs to monitor behaviors. Performing medication inventory when received by the pharmacy. Filling and distributing medication during mealtimes and on an as needed basis. Conduct and participate in debriefings from shift to shift.

Training: Setting the schedule for annual trainings (with JSJM approval), assigning the annual training to staff (with JSJM approval), reserving the required rooms to provide the trainings, coordinating with external providers for trainings, create a training table to be approved by the JSJM, schedule new hires with appropriate shift assignments (with JSJM approval), create new hire files for shift use, create mailbox for new hires, distribute welcome box with equipment sheet to be signed as part of onboarding new hires, update current locker assignments adding new hires to the rotation. Conduct trainings during annual training week, for new hires and intermittent staff. Perform evaluations for 13 – 17 employees. Conduct weekly assessment for new hires and three-week observation reports for new hires. Conduct report writing trainings. Conduct Employee Handbook trainings for new hires and annual.

Quality Assurance: Reviewing Incident Reports (IRs) to ensure reports were signed then placing them in appropriate envelopes for record retention purposes. Review property envelopes to ensure the paperwork is filled out correctly when the juvenile was released then placing them in appropriate envelopes for record retention purposes. Checking booking sheets/intake board for accuracy including forms (i.e. MAYSI results, juvenile rights, PREA). Record retention review to ensure compliance and proper filing. Verify the property envelopes in the file cabinet for detained juveniles. Verify all information for all currently detained juveniles is correct in the Guardian RFID system, the Sentinel system, and the Smart Communications system. Check inventory for all items and order when necessary. Verify and review all intake paperwork to ensure its error free before clerical staff receives it. Review and monitor phone calls. Review and monitor cameras. Updating and maintaining the MSDS chemical book.

Systems and Hardware: Update the Guardian RFID with new hire information. Point of contact for product issues and ordering supplies. Tracking Spartan inventory. Tracking down equipment if something goes missing. Adding and deleting staff from the systems. Creating fobs for Spartans. Coordinates with staff and maintenance to repair any equipment.

Performance maintenance checks on equipment throughout the building and request workorders for items that need to be repaired.

Detention Manager Assistance: Create new Daily Assignments each year. Create new folders for the Detention Paperwork for the upcoming year. Create fingerprinting sheets for the entire upcoming year. Create CRR logs for the entire upcoming year. Create Detention Overtime spreadsheet for the upcoming year. Create new PE folder for the upcoming year. Conduct shift bidding. Conduct vacation bidding. Schedule staffing for all shifts, adjust schedule when necessary. Advise when inventory and supply room need items/reorders. Maintain current on-call list (names, numbers, etc.). Participate in the interview process for new hires. Participate in policy and procedure creation, updates, or removals. Review and respond to grievances. Frequent tests on emergency preparedness plans.

Below is a summary of responsibilities currently performed by the Juvenile Services Detention Manager (please note that the summary is not all inclusive of all job responsibilities being performed).

On-Call: Approve calls for overtime. Approve calls for 1:1. Approve calls for leaving the building for medical issues. Approve special visits. Approving/denying days off (with assistance from the Shift Supervisors). Approving shift trades (after approval has been received by the Shift Supervisors).

Reports: Prepares and files grievance reports to the state monthly. Prepares and files CRR state reports monthly. Record and review restraint videos (ideally weekly). Review evaluations. Review disciplinary actions. Approve payroll. PREA coordinator. Prepare written notes for MDT. Review juvenile mail. Enter Parole report.

Training: Approve training lists and email them to training coordinator for scheduling. Perform evaluations for Shift Supervisors and Maintenance employee.

Additional Duties: Conduct morning meetings to review IRs and statuses. Supervising maintenance. Assist on Guardian RFID issues. Distribute radiation quarterly kits for body scanners. Set up and handle maintenance on the SmartCo phone system. Assign keys in the KeyTracer system. Handle and coordinate building maintenance. Participate in the interview process and decision maker on hiring JDSs. Review background checks for hiring. Responsible for ensuring daily operations run smoothly. Email pink slips to Parole and Probation. Process paperwork in the mailbox. Meet with various vendors and potential vendors. Review programs in Detention. Process FMLA time for employees when necessary. Meet with certified juveniles at Washoe County Jail and attend court for such juveniles.

Recommendations for Job Responsibility Distribution

After completing interviews and observations, the Internal Audit Division recommends a reassessment and redistribution of the job responsibilities amongst the Shift Supervisors and the

Juvenile Services Detention Manager. Below is the recommendation for redistribution with the current structure of the Detention Division:

Shift Supervisors

- Floor:
 - Participating in floor work, overseeing SJDs and JDSs, filling in when coverage is needed, supervising the safety and well-being of the juveniles.
 - Scheduling and supervising daily activities of juveniles such as meals, recreation, educational programs, and ensuring compliance with rules and regulations.
 - Conducting regular checks and maintaining logs to monitor behaviors.
 - Performing medication inventory when received by the pharmacy.
 - Filling and distributing medication during mealtimes and on an as-needed basis.
 - Conducting and participating in debriefings from shift to shift.
- Training:
 - Conducting trainings during annual training week, for new hires and intermittent staff.
 - Performing evaluations for 13 – 17 employees.
 - Conducting weekly assessments for new hires and three-week observation reports for new hires.
 - Conducting report writing trainings.
 - Conducting Employee Handbook trainings for new hires and annually.
 - Participating in the interview process for new hires.
 - Participating in policy and procedure creation, updates, or removals.
- Quality Assurance:
 - Reviewing Incident Reports (IRs) to ensure reports were signed, then placing them in appropriate envelopes for record retention purposes.
 - Reviewing property envelopes to ensure the paperwork is filled out correctly when the juvenile was released, then placing them in appropriate envelopes for record retention purposes.
 - Checking booking sheets/intake board for accuracy, including forms (i.e., MAYSI results, juvenile rights, PREA).
 - Conducting record retention reviews to ensure compliance and proper filing.
 - Verifying property envelopes in the file cabinet for detained juveniles.
 - Verifying and reviewing all intake paperwork to ensure it is error-free before clerical staff receives it.
 - Reviewing and monitoring phone calls.
 - Reviewing and monitoring cameras.
 - Updating and maintaining the MSDS chemical book.

Detention Manager

- Training:
 - Setting the schedule for annual training.
 - Assigning the annual training to staff.
 - Reserving the required rooms to provide the trainings.

- Coordinating with external providers for trainings.
- Creating a training table.
- Scheduling new hires with appropriate shift assignments.
- Creating new hire files for shift use.
- Creating mailboxes for new hires.
- Distributing welcome boxes with equipment sheets to be signed as part of onboarding new hires.
- Updating current locker assignments and adding new hires to the rotation.
- Systems and Hardware:
 - Updating the Guardian RFID with new hire information.
 - Acting as the point of contact for product issues and ordering supplies.
 - Tracking Spartan inventory.
 - Tracking down equipment if something goes missing.
 - Adding and deleting staff from the systems.
 - Creating fobs for Spartans.
 - Coordinating with staff and maintenance to repair any equipment.
 - Performing maintenance checks on equipment throughout the building and requesting work orders for items that need to be repaired.
- On-Call:
 - Approving calls for overtime.
 - Approving calls for 1:1 supervision.
 - Approving calls for leaving the building for medical issues.
 - Approving special visits.
 - Approving/denying days off (with assistance from Shift Supervisors).
 - Approving shift trades (after approval by Shift Supervisors).
- Reports:
 - Preparing and filing grievance reports to the state monthly.
 - Preparing and filing CRR state reports monthly.
 - Recording and reviewing restraint videos (ideally weekly).
 - Reviewing evaluations.
 - Reviewing disciplinary actions.
 - Approving payroll.
 - Acting as PREA coordinator.
 - Preparing written notes for MDT.
 - Reviewing juvenile mail.
 - Entering Parole reports.
- Additional Duties:
 - Conducting morning meetings to review IRs and statuses.
 - Supervising maintenance.
 - Assisting with Guardian RFID issues.
 - Distributing radiation quarterly kits for body scanners.
 - Setting up and handling maintenance on the SmartCo phone system.
 - Assigning keys in the KeyTracer system.
 - Handling and coordinating building maintenance.

- Reviewing background checks for hiring.
- Ensuring daily operations run smoothly.
- Emailing pink slips to Parole and Probation.
- Processing paperwork in the mailbox.
- Meeting with various vendors and potential vendors.
- Reviewing programs in Detention.
- Processing FMLA time for employees when necessary.
- Meeting with certified juveniles at Washoe County Jail and attending court for such juveniles.
- Creating new Daily Assignments each year.
- Creating new folders for the Detention Paperwork for the upcoming year.
- Creating fingerprinting sheets for the entire upcoming year.
- Creating CRR logs for the entire upcoming year.
- Creating a Detention Overtime spreadsheet for the upcoming year.
- Creating new PE folders for the upcoming year.
- Conducting shift bidding.
- Conducting vacation bidding.
- Scheduling staffing for all shifts and adjusting schedules when necessary.
- Conduct inventory of supply rooms and reorder items needed.
- Maintaining the current on-call list (names, numbers, etc.).
- Participating in the interview process for new hires.
- Participating in policy and procedure creation, updates, or removals.
- Reviewing and responding to grievances.
- Frequently testing emergency preparedness plans.

Recommendations for Staffing Structure

Option 1. Maintain the current structure with three Shift Supervisors and one Juvenile Services Detention Manager. This configuration provides the necessary flexibility to backfill a Shift Supervisor position when preparing for upward transitions, such as a promotion to the Juvenile Services Detention Manager role.

Option 2. To provide Shift Supervisor coverage throughout the week. One option would be to hire an additional Shift Supervisor to have a total of four (4) Shift Supervisors. It would operate as two teams of Shift Supervisors (Team A and Team B) working three (3) twelve (12) hour shifts with a rotating 8. For example, Team A, consisting of a day Shift Supervisor and a graveyard Shift Supervisor, would work Sunday through Tuesday and every other Wednesday. Team B, also consisting of one day Shift Supervisor and one graveyard Shift Supervisor, would work every other Wednesday and Thursday through Saturday. Items for consideration are: Adequate coverage of Shift Supervisors throughout the week, especially on the weekends. Minimal overlap between Shift Supervisors. Allowing the SJDs work the weekends allows for the SJDs to gain experience necessary for promotional purposes.

Option 3. Reclass the vacant Shift Supervisor position to an Office Specialist. Redistribute the clerical job responsibilities from the Juvenile Services Detention Manager to the Office Specialist.

Items for consideration are: Reduced flexibility for backfilling a Shift Supervisor position. Some clerical items occur only once or twice per year therefore there may not be enough work to substantiate a full-time employee.

Recommendations for Succession Planning

Recommendation. *Communicate the succession plan to staff to ensure they understand the opportunities for advancement and the expectations for different roles while involving staff in the planning process to foster engagement and buy-in.* Look for individuals who demonstrate a strong understanding of the center's mission, values, and operational procedures, as well as those who have shown leadership qualities in their current roles. For each high-potential employee, outline a tailored plan that includes training, mentoring, and on-the-job experiences to develop the skills needed for future roles.

Recommendation. *Implement a leadership development program catered specifically to succession at Jan Evans Juvenile Justice Center.* The goal of a leadership program for succession planning is to systematically identify, develop, and prepare high-potential employees to take on key leadership roles within the Detention Division. By equipping these individuals with the necessary skills, knowledge, and experience, the program ensures a seamless transition in leadership, mitigates risks associated with unexpected vacancies, and fosters the Detention Division's continuity and long-term success.

Recommendation. *Similarly to the leadership program, implement a mentorship program catering to specific managerial positions.* Pair high-potential employees with experienced leaders who can provide guidance, share knowledge, and help them navigate challenges. As well as, providing regular feedback and coaching to help employees grow in their roles and prepare for future leadership responsibilities.

Recommendation. *Foster a culture for development.* Promote a culture that values continuous learning and development, ensuring that staff understand the importance of succession planning for the center's stability and success. Encourage staff to gain experience in various roles within the center to build a broader skill set and prepare them for leadership positions. This recommendation will need to be continuously reinforced by the upper management team.

Additional Recommendations Based on Observations

Recommendation. *Increase the pool of candidates for the Juvenile Services Detention Manager and Division Director positions.* The Internal Audit Division believes that requiring a POST certification for the Juvenile Services Detention Manager and Division Director positions is hindering the pool of employees that would qualify for the upper management positions. As all positions that flow into these two positions do not require a POST certificate and there is no opportunity to obtain one while working for the detention facility. As the class specification sheets are currently written the only employees eligible for promotion within Washoe County Juvenile Services are from the Parole and Probation Division. The Internal Audit Division recommends modifying the wording on the class specifications to say "may" or "preferred" in regards to the POST certification to expand the pool of applicants.

Recommendation. *All supervisors for the Detention Division, such as the Shift Supervisors, the Mental Health Counselor Supervisor, the Food Manager, and the Advanced Practice Registered Nurse should report to the Juvenile Services Detention Manager instead some positions reporting to the Division Director.*

Recommendation. *To reduce liability for the County in regards to medical, have the nurse prefill medications so that the Shift Supervisors or SJDs are only having to pass out medications and are not responsible for administrating medications as well.*

Recommendation. *Grievances should be reviewed by at least the Juvenile Services Detention Manager instead of the Shift Supervisor. The juveniles may not feel they can file a grievance about the staff especially if it's a Shift Supervisor. Ideally, grievances should be filed with someone independent of the division in which a grievance could be filed against (i.e. someone outside the Detention Division).*