

# PENNSYLVANIA

Commonwealth of Pennsylvania,  
Tom Corbett, Governor



## Juvenile Justice

THE NEWSLETTER OF THE PENNSYLVANIA JUVENILE COURT JUDGES' COMMISSION

Volume 20, Number 7

July 2012



### Dr. James "Buddy" Howell

#### Providing Opening Keynote Address

#### At 2012 Pa. Conference on Juvenile Justice

Dr. James C. "Buddy" Howell will provide the opening Keynote presentation at the 2012 Pennsylvania Conference on Juvenile Justice, being held November 7-9, 2012 at the Harrisburg Hilton and Towers.



Dr. Howell is a Managing Partner at the Comprehensive Strategy Group, and a Senior Research Associate with the National Gang Center in Tallahassee, Florida. He was formerly employed at the U.S. Department of Justice for 23 years, primarily as Director of Research and Program Development in the Office of Juvenile Justice and Delinquency Prevention (OJJDP). While employed at OJJDP, Buddy and John Wilson co-authored OJJDP's "Comprehensive Strategy for Serious, Violent, and Chronic Juvenile Offenders," which has been implemented in various states, counties, and cities across the United States. Over the past several years, he has worked with Mark Lipsey in implementing the Standardized Program Evaluation Protocol (SPEP) within the Comprehensive Strategy in various jurisdictions – including Berks County and the Commonwealth of Pennsylvania in conjunction with the Juvenile Justice System Improvement Project sponsored by the Center for Juvenile Justice Reform at Georgetown University.

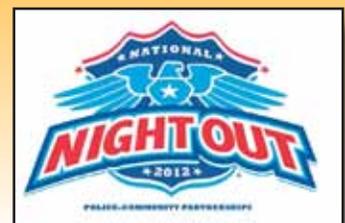
Dr. Howell has published 70 works, including five books, on juvenile justice, delinquency prevention and youth gangs. His most recent books are titled *Preventing and Reducing Juvenile Delinquency: A Comprehensive Framework* (2009, Sage Publications) and *Gangs in America's Communities* (2012, Sage Publications).

### INSIDE:

- [Stephen Bishop Appointed Director of the Center for Juvenile Justice Training and Research](#)
- [Joshua Eicher Appointed Chief Juvenile Probation Officer in Fayette County](#)
- [Information and Technology: What's New in JCMS](#)
- [Governor Corbett Addresses PAPPC/MASCA Joint Conference](#)
- [Organizational Readiness](#)
- [2012 JCJC Exhibitor Registration](#)
- [Staff Development Opportunities](#)
- [JCJC Graduate Education Program](#)

### Reminders:

[National Night Out – August 7, 2012](#)



## ***Stephen Bishop Appointed Director of the Center for Juvenile Justice Training and Research***



The Juvenile Court Judges' Commission is pleased to announce that Mr. Stephen P. Bishop was appointed as Director of the Center for Juvenile Justice Training and Research (CJJT&R) at Shippensburg University effective July 9, 2012.

Mr. Bishop began his juvenile justice career as a Dauphin County juvenile probation officer in 1998. He quickly rose through the ranks of the Dauphin County Juvenile Probation Department, having been promoted to the position of assistant supervisor in 2001, and supervisor in 2002.

Steve was hired by the Juvenile Court Judges' Commission, in 2004, as the Assistant Director of Training at the CJJT&R. He became the agency's Coordinator of Graduation Education and Research in 2008, and was promoted to Deputy Director of the CJJT&R in 2010.

Mr. Bishop earned a Bachelor of Arts Degree in Criminology / Pre-Law from Indiana University of Pennsylvania in 1997, and a Masters Degree in Administration of Justice from Shippensburg University in 2001. He has also served as an adjunct faculty member at Shippensburg University since 2009.

Steve can be reached at [stbishop@pa.gov](mailto:stbishop@pa.gov) or (717) 477-1294.

## ***Joshua S. Eicher Appointed Chief Juvenile Probation Officer in Fayette County***

The Honorable Gerald R. Solomon, President Judge of Fayette County Courts, recently appointed Mr. Joshua S. Eicher as the new Chief Juvenile Probation Officer of Fayette County. Mr. Eicher replaces Mr. Jerome (Jerry) Andria.

Mr. Eicher is a 1996 graduate of Indiana University of Pennsylvania, having majored in Criminology. He has worked in the Fayette County Juvenile Probation Office since 1999 when he began as an intensive juvenile probation officer. He transferred to a school-based probation position and subsequently worked in the intake department until 2004, when he was assigned the position of Deputy Chief.

Josh is a lifelong resident of Fayette County. He is married and has 3 young children who keep him busy with community volunteer activities. Josh also supports in his community as a firefighter and a certified EMT.

Mr. Eicher looks forward to his leadership role with the Fayette County Juvenile Court and working with the other chief juvenile probation officers through the Pennsylvania Council of Chief Juvenile Probation Officers.



# ***Information and Technology: What's New in JCMS***

## ***SORNA and YLS Reports***

Several reports have been recently added to Pennsylvania's Juvenile Case Management System (PaJCMS).

### **SORNA Report**

In anticipation of Act 111 of 2011, which becomes effective on December 20, 2012, a report is available to assist Courts and Juvenile Probation departments in identifying juveniles who are currently under the jurisdiction of the court who would be subject to the SORNA-related registration provisions of Act 111. The JCJC strongly recommends that this report be run periodically until December 20, as one means of ensuring that every juvenile who may fall within the provisions of Act 111 is identified so that case-specific planning can be undertaken and implemented.

### **YLS Reports**

#### ***Assessments by Disposition***

This report is sorted by disposition (includes only consent decree, informal adjustment, placement, and probation), based on the most recent disposition for each juvenile. It includes the overall score and risk level on the YLS, as well as the scoring for each YLS domain.

#### ***Overrides by Interviewer***

This report shows only juveniles who have had an YLS score overridden. It includes the original score, the overridden score, and the reason for the override, grouped by interviewer.

#### ***Probation Officer Caseload with YLS Scoring***

This report lists the following by probation officer: case load count shown by total, inactive (administrative for costs & fines), and active cases; the number of active cases that have been scored; and the average YLS score.

#### ***YLS Assessment Summary***

This report gives a one-page summary of a completed YLS assessment on an individual juvenile.

#### ***YLS Domains Marked As Strength by Interviewer***

This report has options to be generated by single interviewer or multiple interviewers, for a given date range. The report shows the frequency (percentage and number) that each domain was rated as a strength.

#### ***YLS History at Case Closing***

This report has options to be generated by single probation officer or multiple probation officers, for a given date range. The report shows all YLS assessments performed on a juvenile as of the time of case closing.

#### ***YLS Scores by Date Range***

This report has options to be generated by probation officer (whether the selected probation officer is assigned to the juvenile or is the interviewer), for a given date range. The report shows all of the YLS assessments performed, the assessment date(s), total score, risk status, probation officer, and interviewer.

#### ***YLS Scores by Interviewer***

This report has options to be generated by single interviewer or multiple interviewers, for a given date range. This report shows the distribution of risk levels by interviewer, and also includes individual juvenile scoring information and a breakdown, by domain, of each risk level.

#### ***YLS Detailed Scoring by Date Range***

This report has options to be generated by probation officer (whether the selected probation officer is assigned to the juvenile or is the interviewer), for a given date range. The report shows a list of all assessments completed including juvenile information, the total score, risk level of each domain, as well as assigned probation officer and interviewer information.

# *Governor Corbett Addresses PAPPC/MASCA Joint Conference*

The Pennsylvania Association on Probation, Parole and Corrections (PAPPC) hosted its 91st Training Institute and Conference at the Hershey Lodge in Hershey, Pa. on June 17-20, 2012. This year's conference was hosted jointly with the Middle Atlantic States Correctional Association (MASCA) and the theme was "Working Together: The Keystone for Success".

The highlight of the conference was the opening session on Monday, June 18th, which focused on Governor Tom Corbett's Justice Reinvestment Initiative (JRI), which he established earlier this year to evaluate ways to make the state's criminal justice system more effective and efficient. Governor Corbett spoke to the full conference about the need to redirect the money saved on corrections for investment in law enforcement, probation, parole and victims' services.

"I have spent most of my life as a prosecutor. I know we are never going to totally eliminate crime," Corbett said. "But working together we can deal with crime in a way that will redeem more offenders, appropriately incarcerates violent offenders and sexual predators, lowers recidivism, and keeps us all from being held prisoner to the growing costs of locking up the bad guys."

Following Governor Corbett's address to the conference, Linda Rosenberg, Executive Director of the Pennsylvania Commission on Crime and Delinquency, moderated a panel on the Justice Reinvestment Initiative. The panel consisted of other key stakeholders in the JRI implementation including: James Anderson, Executive Director of the Juvenile Court Judges' Commission; Marc Pelka, Policy Analyst for the JRI; Michael Potteiger, Chairman of PA Board of Probation and Parole; and John E. Wetzel; Secretary of the Pennsylvania Department of Corrections.

The Honorable Gary Tennis, Secretary of the Pennsylvania Department of Drug and Alcohol Programs, was the Closing Speaker of the conference. In his remarks, Secretary Tennis emphasized the need for his department to work closely with the criminal and juvenile justice systems to work with cross-over clients. This includes using the evidence-based practices from both disciplines to work smarter and more effectively with clients, understanding the cycle of relapse that occurs in clients, and maximizing the utilization of community-based services.



Approximately three hundred and fifty registrants had an opportunity to participate in a selection of thirty-five workshops through Monday and Tuesday. Proceeds from

the Silent Auction, conducted throughout the conference, will benefit the Ronald McDonald House Charities at the Penn State Hershey Children's Hospital.

# *Congratulations - 2012 Award Recipients*

## **Juvenile Corrections Award**

Thomas Gregor

DPW, Bureau of Juvenile Justice Services

## **Juvenile Probation Award**

Shannon Semmel

Lehigh County Juvenile Probation

## **Adult Probation/Parole Award**

Bret Bucklen

PA Department of Corrections

## **Adult Corrections Award**

Dennis Hoerner

PA Board of Probation and Parole

## **Lifetime Achievement Award**

Thomas Costa

PA Board of Probation and Parole

## **MASCA Founders Award**

James E. Anderson

Juvenile Court Judges' Commission

## **MASCA Carl Robinson Award**

John E. Wetzel

PA Department of Corrections

## **MASCA Sal Russoniello Award**

William D. Burrell

MASCA Board Member &  
NJ Admin. Office of the Courts – Retired

## **MASCA Dennis Martin Scholarship Award**

Robert A. Marchese

Montgomery County  
Adult Probation Department

Katelyn Rightnour

Montgomery County  
Juvenile Probation Department



# ***“Juvenile Justice System Enhancement Strategy (JJSES) Building Blocks for a Better System”***



## ***JJSES STATEMENT OF PURPOSE***

To work in partnership to enhance the capacity of Pennsylvania’s juvenile justice system to achieve its balanced and restorative justice mission by: employing evidence-based practices, with fidelity, at every stage of the juvenile justice process; collecting and analyzing the data necessary to measure the results of these efforts; and, with this knowledge, striving to continuously improve the quality of our decisions, services and programs.

Part 11 of a series: *“JJSES Building Blocks”*

## ***Organizational Readiness***

Evidence based practices is not a new concept. Practitioners have been attentive to what works through trial and error, training and education, and by listening to their clients’ feedback. However, recent research findings have augmented professional experience and provided guidance to the field, offering advancements in current practice. Implementing the JJSES framework and the principles of Evidence-Based practices which underlie it requires juvenile justice organizations to modify their way of doing business in order to be successful. Unfortunately research shows that this is not an easy task as demonstrated by implementation failure rates of 80-90 percent. These rates of successful change efforts are dismal making the very idea of change daunting. The reasons for failure are fairly common<sup>1</sup> and organizations can avoid these pitfalls and maximize their potential for successful implementation of JJSES/EBP through the use of readiness assessment tools. Agency leadership should make sure that their organization and climate is conducive to change before embarking on the JJSES course of action. Indeed, an unsuccessful change effort only leads to more difficult hurdles later when attempted again.

Fortunately, a myriad of experiences by other jurisdictions implementing system improvements grounded by research evidence, some successful and some not, have provided the Commonwealth with guidance. An agency will be hard pressed to undergo a change effort without the firm commitment of leadership and an agreement that EBP is the right strategic fit. Agencies that simply pile on EBP activities to an existing pool of activities run the risk of marginalizing the importance of those events. Before starting a major change process there should be a “gut check.” That is, leadership should revisit their core mission<sup>2</sup>, be clear about what is the agency’s primary function and whether EBP gets them closer to that function, and what trade-offs may be required to put in motion the EBP activities. There needs to be a “strategic fit” between these new practices and what the agency ultimately intends to accomplish with their resources. If this fit is not clear or if there is not a willingness to make forced choices that may require redirecting existing finite resources the agency should rethink whether it wants to move forward or how.

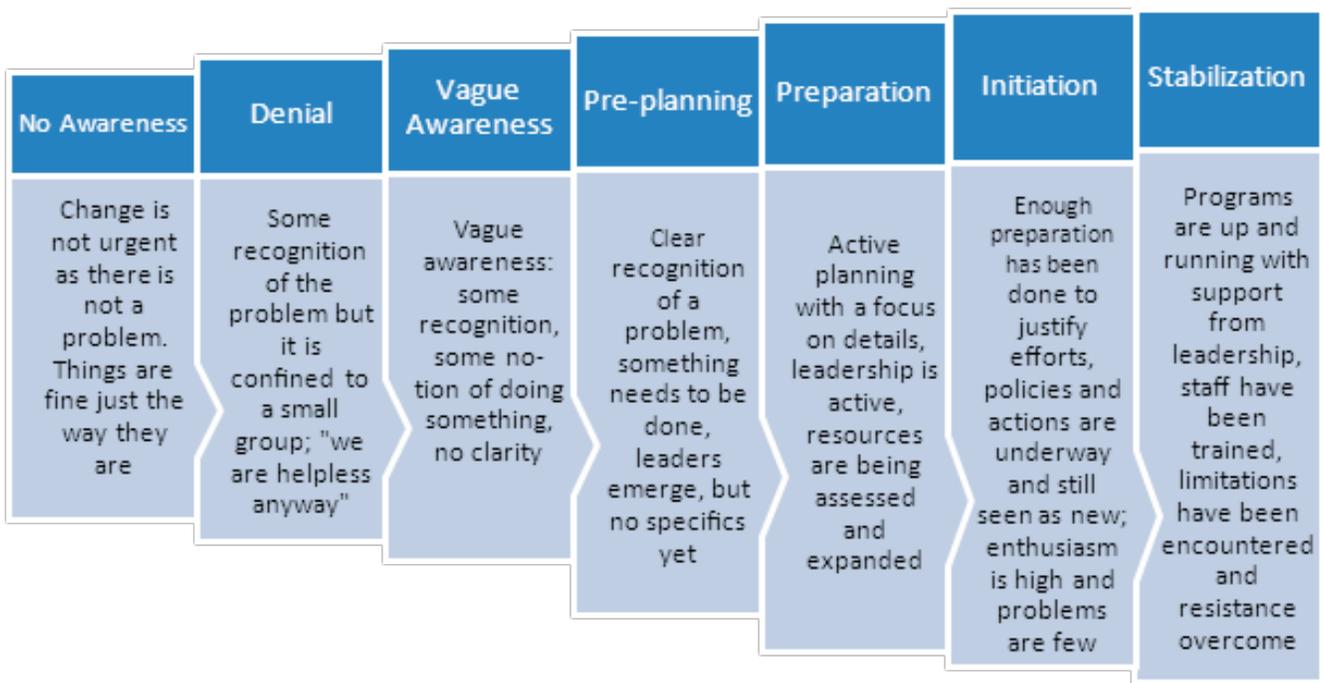
***“Whenever there is a complex problem there is a simple, fast and wrong solution”***

***Author unknown***

Just as important is the health of the organizational functioning and performance. Is it truly ready to move forward with change? Is the direct service staff convinced that change is necessary? What are some of the critical implementation issues that need to be examined? According to Rensis Likert’s research<sup>3</sup>, there are a few areas within an organization that needs to be high functioning for it to be successful with a change effort. Some of them include good communication “up and down” the chain of command, shared values, support for the mission, effective use of rewards, effective leadership, and shared responsibility. Indeed, research on implementation readily

supports this concept of addressing shortcomings before initiating the system enhancement activities indicating that without this preparation they are more likely to experience perfunctory change “on paper” instead of actual modified staff activities<sup>4</sup>.

JJSES has developed a set of activities and products (see further detail in the monograph) to assist jurisdictions in determining their readiness to change. One of them is an organizational readiness survey. This survey would be taken by all levels of the organization to determine where its strengths and weaknesses might be in terms of its agency’s ability to implement a change of any kind. Individuals would rate certain aspects of organizational strength (e.g., communication and shared responsibility) on a scale indicating the preferred level compared to the actual level. Small gap scores indicate a strength and readiness for change; large gap scores a weakness and an area that needs attention before a successful change initiative would be maximized. One of the concepts derived from a body of organizational readiness literature was developed by Edwards, et. al., entitled the Community Readiness Model<sup>5</sup>. This model uses face to face interviews to address six areas within change readiness. In the course of their work, they discovered that organizations tend to be in a particular stage of readiness and that strategies could be employed within each stage to improve change sustainability. They are illustrated in figure x and provide insight as to possible stages a particular organization may find itself in and what strategies might be employed.



<sup>1</sup> Some of the most commonly cited reasons are agency lack of resources, over-reliance on status quo, high workloads, lack of will on the part of leadership, and stakeholder reluctance.  
<sup>2</sup> For more information on core mission consider the concept of BHAG (Big, Hairy Audacious Goal) as Collins and Porras call it in their book *Built to Last*  
<sup>3</sup> Likert, R. (1967). *The Human Organization: Its Management and Value* (New York: Harper and Row).  
<sup>4</sup> Rogers, R. W. (2002). *White Paper – The power of realization*, from <http://www.ddiworld.com/research/publications.asp>  
<sup>5</sup> Edwards, R. W., Jumper-Thurman, P., Plested, B. A., Oetting, E. R., & Swanson, L. (2000). *Community readiness: Research to practice*. *Journal of Community Psychology*, 28(3), 291-307.

# SAVE THE DATE

## The Pennsylvania Conference on Juvenile Justice

**November 7-9, 2012**

*at the Harrisburg Hilton & Towers*



### **Youth Awards Program & Dinner**

Wednesday, November 7

### **Annual Training & Awards Program**

Thursday, November 8

### **Resource Day 2012**

Friday, November 9

Exhibitor Registration open in August:

**[www.jcjc.state.pa.us](http://www.jcjc.state.pa.us)**



#### **Sponsored by**

The Juvenile Court Judges' Commission

The Pennsylvania Council of Chief Juvenile Probation Officers

Pennsylvania Commission on Crime and Delinquency

The Juvenile Court Section of the Pennsylvania Conference of State Trial Judges

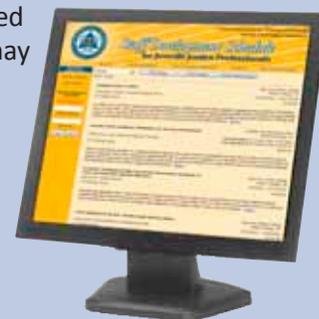
The 2012 Pennsylvania Conference on Juvenile Justice will conclude by presenting Resource Day – 2012, during which representatives from residential programs, electronic monitoring companies, drug testing companies, and other service providers will be available to discuss their programs with the Pennsylvania juvenile justice community. This informal marketplace will offer an important opportunity for consumers to learn about new and innovative services.

**EXHIBITOR  
REGISTRATION  
AVAILABLE  
AUGUST 2012!**

## Upcoming Staff Development Opportunities:

The CJJT&R's set of staff development workshops for the fall have been assembled, are posted on the JCJC Events Management System (JEMS) website and are open for registration. You may visit the site at [www.jcjcjems.state.pa.us](http://www.jcjcjems.state.pa.us).

Beginning this fall, Harrisburg-area workshops will be hosted at the Pennsylvania Child Welfare Resource Center, which is just off the Winding Hill Exit from Rt. 15 near Mechanicsburg. The Holiday Inn, New Cumberland is the recommended hotel to use when lodging is required. Reservations may be made by calling 717-774-2721. A block of rooms under the name "Center for Juvenile Justice" has been reserved at the \$65 + 6% tax rate.



"The Juvenile Justice Academy: Orientation for the New Professional" will be held on August 27-31 and continue on September 24-28. If new officers are not already registered, they should do so as soon as possible.

Below are several other upcoming programs for the fall:

- September 13-14 in Mechanicsburg, Bruce Schaffer will lead "Understanding Adolescent Substance Abuse Regression, Resumption and Relapse" at Pennsylvania Child Welfare Resource Center.
- September 19-20 at the Days Inn Penn State, Dr. Samuel Benbow will lead a newly designed workshop entitled "Conduct Disorder in Juvenile Offenders: Linking Assessments to Case Planning and Supervision." Dr. Benbow is an Assistant Professor of Social Work at Shippensburg University and has presented many other workshops for the Center in past years.
- October 3-4, "What Every JPO Should Know About Family Involvement" will be held at the Days Inn Penn State. This program is an opportunity to learn from the Family Involvement curriculum that was just released earlier this year. It will be co-led by Tim Duff, an Adams County Juvenile Probation Officer with over 30 years of experience in working with kids, and Madelyn Roman-Scott, an External Youth Advocate Project Manager with the Mental Health Association in PA.
- October 4-5 at the Days Inn Penn State, Dr. Paul Martin will teach a redesigned curriculum, "Child and Adolescent Psychiatric Disorders, Violence and Treatment—Making Sense of It All."

Please remember, workshops are continually added to the Staff Development Schedule. Be sure to check the JCJC website or visit [www.jcjcjems.state.pa.us](http://www.jcjcjems.state.pa.us) regularly for updates to the schedule.

### We invite you to consider some upcoming trainings around the state.

*The following trainings and their links are sponsored by the indicated agency.*

August		September		October	
8/3	Signs & Symptoms of PTSD in the Adolescent Population <a href="#">Westmoreland County Juvenile Court</a>	9/14	Stress in Adolescence <a href="#">Westmoreland County Juvenile Court</a>		Professional Session II <a href="#">CJJT&amp;R</a>
8/27	Juvenile Justice Academy: Orientation For The New Professional Session I <a href="#">CJJT&amp;R</a>	9/19	Conduct Disorder in Juvenile Offenders: Linking Assessments to Case Planning and Supervision <a href="#">CJJT&amp;R</a>	10/4	Child and Adolescent Psychiatric Disorders, Violence and Treatment – Making Sense of It All <a href="#">CJJT&amp;R</a>
9/13	Understanding Adolescent Substance Abuse Regression, Resumption and Relapse <a href="#">CJJT&amp;R</a>	9/19-21	Victim Impact Curriculum <a href="#">Westmoreland County Juvenile Court</a>	10/11	Technology & Delinquency: Social Networking <a href="#">CJJT&amp;R</a>
		9/24	Juvenile Justice Academy: Orientation For The New		

*Hosting a training you would like to see listed here? E-mail us the details and we'll list it in our next issue.*

## JCJC Graduate Education Program Accepting Applications for the Class of 2015

### Looking to advance in Juvenile Justice?

Applications are now being accepted for the Juvenile Court Judges' Commission-sponsored Graduate Education Program at Shippensburg University. Members of the class of 2015 will begin classes in the Summer of 2013. **The deadline to apply is September 1, 2012.**

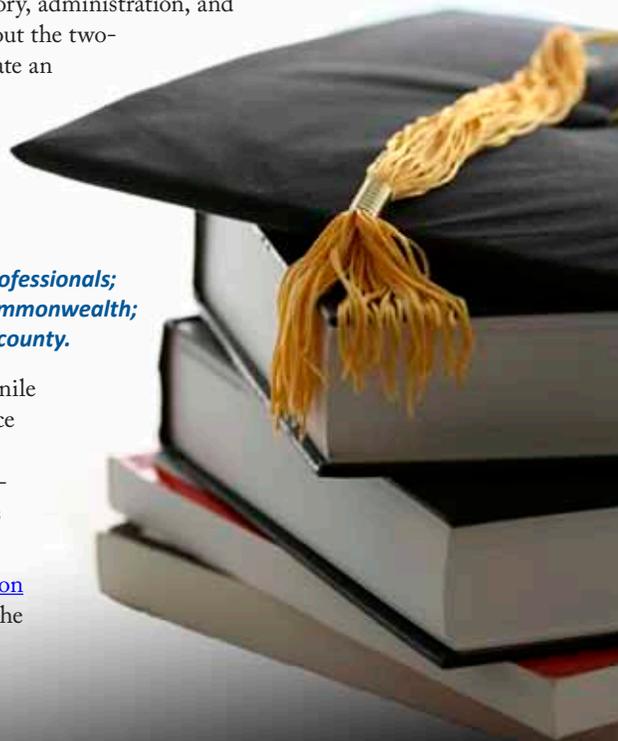
The Shippensburg University program offers students a Master of Science degree in the Administration of Justice. This is a 36-credit hour program that includes courses in research methods, theory, administration, and policy analysis. Also featured is a practicum study which is conducted throughout the two-year program. This practicum study provides students the opportunity to evaluate an existing program or practice that serves juvenile offenders in their home county.

#### What are the benefits of the JCJC Graduate Education Program?

- **Free tuition;**
- **Free lodging on class weekends** (for students traveling more than 50 miles);
- **No weekday or evening classes;**
- **A Master's curriculum specifically tailored to working juvenile justice professionals;**
- **Networking with other juvenile justice professionals from across the Commonwealth;**
- **Opportunity to learn how to evaluate juvenile justice programs in your county.**

This program is available to county juvenile probation officers – and county juvenile detention staff – who will have at least two years of post-baccalaureate experience in the juvenile justice field prior to the start of classes. Other juvenile justice professionals – such as residential placement staff and victim services providers – may also apply and be accepted into the program on a “self-pay” basis as space is available.

Additional information about the program is available on the [Graduate Education](#) pages at [www.jcjc.state.pa.us](http://www.jcjc.state.pa.us). If you have any questions regarding eligibility or the application process, please contact [Stephen Bishop](#) at 717-477-1294.



This publication is produced monthly at the Center for Juvenile Justice Training and Research at Shippensburg University. Guest articles are always welcome; please submit them by e-mail or on a disk.

Center for Juvenile Justice Training & Research, Shippensburg University  
1871 Old Main Drive, Shippensburg, PA 17257-2299.

[Stephen Bishop](#) - Editor, [Chris Heberlig](#) - Graphic Design & Layout.

To subscribe to the JCJC newsletter, Pennsylvania Juvenile Justice, please send your request to [jcjcnews@ship.edu](mailto:jcjcnews@ship.edu) to be added to the distribution list. You will receive an e-mail alert each month when the latest edition is available.

