

SYN. NO. \_\_\_\_\_

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MOTION BY SUPERVISORS ZEV YAROSLAVSKY AND  
GLORIA MOLINA

DECEMBER 13, 2005

On September 28, 2004, the Board of Supervisors directed the Auditor-Controller to initiate an independent management audit of the Probation Department, by contracting with a management firm and an expert in juvenile justice systems. The Auditor Controller selected Thompson, Cobb, Bazilio and Associates (TCBA) and Child Welfare League of America (CWLA) to perform the management and program audits. The Auditor Controller presented the audits to the Board of Supervisors on December 6, 2005.

Overall, the audits found a lack of capacity within the Probation Department to achieve its stated mission and strategic goals. The audits concluded that the management team lacks capabilities in key areas including strategic planning, performance measurement, and organizational management. One reason for this is an organizational structure in which too many employees report directly to management and each manager has too many operational responsibilities to effectively plan, address long-term issues and provide necessary leadership. The audits further found that management is fragmented and “silo’ed” with little focus on Department-wide issues. It also appears that the culture of the Department discourages an open exchange of ideas

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and that management is viewed as substantially disconnected from the delivery of services and lacking understanding of actual processes.

Additionally, the audit found that current employee recruiting efforts and hiring practices are not bringing in qualified candidates. The Department also does not adequately track, analyze or address employee turnover.

The audits further found that the Department does not have adequate capabilities to accurately track or review its performance measures. The performance measurement system is not effective at communicating to constituents and employees what the Department is attempting to accomplish. Many performance indicators are process oriented and do not adequately reflect the outcomes of what is achieved by the Department's programs and activities.

Finally, CWLA conducted a very limited review of the Probation Camps and is recommending a comprehensive audit of the camps. CWLA found that the mission and goals of the Camps do not match the programming and treatment practices and there is no evaluation data regarding the effectiveness of the Camps. Also, the review found that staffing levels are inadequate and staff is not properly trained.

It is clear from the audits that the Probation Department will require assistance in implementing the many recommendations provided in the reports.

**WE, THEREFORE, MOVE** that the Board of Supervisors direct the Auditor Controller to report back in 45 days with a plan for assisting the Probation Department in implementing the audits' recommendations, through the use of contractors, consultants and/or other appropriate means.