Community Justice Support Center Policy & Procedures – I. Staffing

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I: Staffing

Effective Date:	*10/1/2025*	*Annual Review Date:*	*10/1/2026*	*Approved By:*	*Vincent Lorenti, OCC Executive Director*

Policy Purpose

To achieve its mission, the Office of Community Corrections (OCC) endeavors to attract and support a competent, motivated, and committed workforce. Achieving this goal requires carefully structured and uniform practices across all the Community Justice Support Centers (Support Centers) within Massachusetts.

Definitions

Contractor	Agency that is contracted to run the Support Center
Contractor Staff	Employees of the contracted agency running the Support Center
OCC Leadership	Executive Director and Deputy Director of the Office of Community Corrections

Acronyms

Acronym	Terminology
CBT	Cognitive-Behavioral Therapy
CPCS	Committee for Public Counsel Services
CSP	Community Service Program
EBP	Evidence-based practice
ISA	Intergovernmental Service Agreement
IST	Intensive Supervision with Treatment
LS/RNR	Level of Service/Risk, Need, Responsivity
MPS	Massachusetts Probation Service
Multi-D	Multidisciplinary Team
OCC	Office of Community Corrections
ORAS	Ohio Risk Assessment System
ORAS-CST	Ohio Risk Assessment System – Community Supervision Tool
PAMI	Promoting Awareness of Motivational Incentives
PO	Probation/Parole Officer
Support Centers/CJSC(s)	Community Justice Support Center(s)
TCU/DS	Texas Christian University Drug Screen 5

Metrics/Outcomes: Staffing

Staffing metrics are based on the OCC's analysis of weekly and monthly utilization reports submitted by the contract partner that inform the contract's performance-based incentives.

a. Percent of staff meeting required credentials
b. Percent of staff meeting preferred credentials
c. Percent of staff retained or promoted each contract year between contract start date and third quarter of contract year
d. Percent of staff vacancies filled within three months of position vacancy
e. Percent of staff complying with attendance standards for required trainings
f. Documentation of supervision by the clinical supervisor including date, time, and subject matter

1.1: Hiring and Terminations

Policy Statement

The Office of Community Corrections (OCC) and contract partners will work collaboratively in matters of hiring and terminations to create clear channels of communication regarding appropriate staffing, to perform the services of a Support Center.

Procedures

A. Hiring

- Each contract partner will use their internal systems to post, recruit, and process candidates for Support Center positions.
- Once a candidate has been selected for an interview, Support Center staff will communicate with the Program Manager to determine if any OCC staff will be involved in the interview process.
- When a final candidate has been selected for an offer, OCC staff will be consulted prior to an offer of employment being made to ensure that contractual obligations have been met.

B. Waiving Program Staff Requirements

If a contract partner seeks to hire a candidate who does not meet the prerequisites for the position, they will seek to have the requirement waived with written approval from OCC leadership prior to making the job offer. The waiver request should also include a plan as to how the candidate will obtain the necessary requirements in addition to the existing onboarding trainings already required of all new staff.

C. Performance Improvement / Corrective Action Plans

If Support Centers create performance improvement or corrective action plans for any staff person, contractor management will inform OCC leadership that a plan is in place for the employee.

D. Coverage

- Support Center contractors will notify OCC Program Managers of any staff absences, extended or otherwise (e.g. vacation, sick, PFMLA).
- If there will be a staff vacancy due to leaves of absence or termination, the Treatment Manager will ensure that the work of that position will be adequately covered, but not by current staff.

E. Terminations

- Upon termination of contractor staff, the Treatment Manager will notify the Program and Regional Program Manager of this decision.

Related Information & Resources

a. CJSC Scope of Services Attachment: Program Staff Requirements
b. CJSC Scope of Services Appendix E: Management and Operation of a Community Justice Support Center, Performance-Based Incentives

1.2: Onboarding and Training

Policy Statement

The OCC and Support Centers are committed to the use of evidence-based practices to increase the likelihood of the success of our participants. To provide high-quality programming, staff must be able to understand and apply these practices with confidence, proficiency, and fidelity.

Procedures

A. Training Schedule and Categories

OCC will publish a calendar periodically and require their staff to attend the trainings appropriate to their role in the Support Center. New employee trainings will be facilitated by OCC, MPS, the Trial Court, Support Center contract partners, or third-party agencies/organizations.

The categories of required trainings include:
- Delivery of manualized cognitive-behavioral treatment curricula (specific curricula may be selected by the Support Center, but must be on the list of the OCC-approved evidence-based curricula)
- Group facilitation
- Risk, Need, Responsivity and Fidelity
- Evidence-based practices (e.g. Motivational Interviewing, Risk/Need Assessment)
- Substance Use Disorders and Medication for Opioid Disorders
- Health, Safety, Professional Boundaries, De-Escalation Techniques
- Drug and alcohol testing (e.g. Averhealth system)
- Diversity, Equity, and Inclusion
- Support Center Policy and Procedures
- Additional position-based topics (e.g. treatment planning) or any other trainings requested by OCC

The OCC may add additional trainings as appropriate. For training specifics and details, see Related Information – *New Employee Onboarding Checklist*.

B. Notification and Sign Ups

Once an OCC-facilitated training has been scheduled, OCC leadership will send an email with an electronic sign-up form to all Program Managers. Program Managers are responsible for adding all Support Center staff who have not completed, or are due for skill-building, to the training roster. Program Managers will then notify staff of the training location/link, date(s), and time(s). Trainings provided by entities other than OCC will have their own registration and sign-up processes and Managers will assist staff in signing up for trainings that are not provided directly by OCC.

Related Information

a. New Employee Onboarding Checklist
b. Policy 3.3: Risk/Needs Assessment

Standards

AMERICAN PROBATION AND PAROLE ASSOCIATION. (2024). APPA NATIONAL STANDARDS FOR COMMUNITY SUPERVISION
- STANDARD 1.5: THE COMMUNITY SUPERVISION AGENCY – AGENCIES SHOULD HAVE WRITTEN POLICIES AND PROCEDURES AND ESTABLISHED PRACTICES FOR COMPREHENSIVE TRAINING AND SKILL DEVELOPMENT OF NEW AND EXISTING STAFF

1.3: Continuing Education, Coaching, & Skill-Building

Policy Statement

The OCC and Support Centers are committed to the use of evidence-based practices to increase the likelihood of the success of our participants. To provide high-quality programming, staff must be able to understand and apply these practices with confidence and fidelity. Coaching and skill-building increase the capacity of staff to maintain and further enhance skill usage.

Following the initial trainings referenced in 1.2: Onboarding and Training, staff will attend annual or biannual refreshers as appropriate (described in the Procedures section below) and participate in coaching activities.

Procedures

A. Motivational Interviewing (MI) Skill-Building

- Following the completion of MI Basic and MI Intermediate training, staff will begin to participate in mandatory MI Skill-Building sessions.
- OCC leadership will email the upcoming dates for MI Skill-Building sessions to Program Managers. Program Managers will add the names of each staff member to the roster and provide them with location/link, date, and time that the session will be held.
- The following positions are required to **attend two skill-building sessions in each 12-month period** following their completion of Basic and Intermediate MI:
    o   Program Managers and Treatment Managers who are not MI trainers,
    o   Organizational Directors
    o   Counselors and Senior Counselors
    o   Educators and Career Specialists
    o   Reentry Coordinators, Public Benefits Coordinators, Intake Coordinators, and Case Managers
    o   Lead Program Monitors
- The following positions are required to attend **at least one skill-building sessions in each 12-month period** following their completion of Basic and Intermediate MI:
    o   Administrative Assistants
    o   Program Monitors
- Program and Treatment Managers may also identify staff who could benefit from extra skill-building sessions and have them attend more than the required number of sessions, as space allows.
- If staff do not attend the minimum number of required sessions in a year following their completion MI training, they are required to retake basic MI and intermediate MI trainings.
- Training participants are expected to attend the sessions at their own computer, free from work distractions, with their camera and audio on for the entire session.
- Supervisors will ensure that employees are able to attend without work distractions.
- Managers or their designees must maintain a list of staff attendance at sessions as well as tracking which staff members are due for skill-building sessions.

B. ORAS Coaching Sessions

ORAS Coaching Sessions will be held every other month as an opportunity for staff to meet and discuss or ask questions about ORAS administration and scoring. These sessions provide an opportunity to discuss ORAS-related topics in a group setting, where team members can enhance knowledge and skills and learn from one another. Session dates, times, and topic will be emailed to Program Managers a month in advance with a registration and virtual meeting link.

Related Information

a.   New Employee Onboarding Checklist

Standard(s)

AMERICAN PROBATION AND PAROLE ASSOCIATION. (2024). [APPA NATIONAL STANDARDS FOR COMMUNITY SUPERVISION](#)

- STANDARD 1.5: THE COMMUNITY SUPERVISION AGENCY – AGENCIES SHOULD HAVE WRITTEN POLICIES AND PROCEDURES AND ESTABLISHED PRACTICES FOR COMPREHENSIVE TRAINING AND SKILL DEVELOPMENT OF NEW AND EXISTING STAFF

1.4: Clinical Supervision

Policy Statement

A qualified clinical supervisor will provide supervision and guidance to all Support Center treatment staff and non-treatment staff as needed. Treatment staff includes all counselors/clinicians, educators, career services staff, and any other position that has the responsibility to counsel participants about services in which they participate. Clinical supervision will include providing support, consultation, guidance, and direction to Support Center staff. Clinical supervision ensures ethical practice in treatment delivery, the quality control, emotional processing, and clinical competence of staff, and that services conform to applicable standards of care and incorporate evidence-based practices.

Procedures

Independent clinical supervision will be conducted at least two hours per week and may include, but is not limited to the following options:

- Weekly group supervision meetings to review quality assurance items including conduct of risk/needs assessments, treatment planning, treatment matching, professional boundaries, de-escalation tactics, group facilitation skills and any other relevant quality assurance matters,
- Weekly Treatment Manager supervision to review quality assurance matters and address any specific issues raised by individual staff or groups,
- Weekly meeting with individual staff to address quality assurance matters as needed,
- Review of specific individual cases including treatment plans, goals, treatment matching, clinical behavioral interventions, medically assisted treatment, responsivity, and discharge/aftercare planning, and
- Monthly observation of cognitive behavioral group treatment to ensure quality assurance through observation of manualized instruction, skill-training with directed practice (role play), discussion circle, and any other best practice for group delivery of cognitive behavioral treatment.

Related Information

a. CJSC Scope of Services, Attachment A FY24, 102523

Standards

AMERICAN PROBATION AND PAROLE ASSOCIATION. (2024). APPA NATIONAL STANDARDS FOR COMMUNITY SUPERVISION

- STANDARD 8.7: AGENCIES SHOULD HAVE WRITTEN POLICIES, PROCEDURES, AND ESTABLISHED PRACTICES FOR SUPERVISOR REVIEW AND APPROVAL OF INITIAL AND SUBSEQUENT ASSESSMENTS, CASE PLANS, AND SUPERVISION STRATEGIES