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Class Specifications
for the:

INTAKE SERVICE CENTER MANAGER SERIES

Series Definition:

This series includes all positions which are primarily concerned with managing and developing county Intake Service Centers and actively participating in the administration of the State's overall Intake Service Center (ISC) program.

The statutory mission of the ISC is extremely broad, assigning to the ISC the responsibility for the implementation of the Hawaii Correctional Master Plan; the coordination of the criminal justice system; the identification of gaps in service, the promotion and/or development of programs for the alleviation of such gaps; and the identification and promotion of alternatives to incarceration. As regional manager, the positions in this series are given a wide latitude of authority in establishing programs and policies consistent with the concepts underlying the Hawaii Correctional Master Plan. They have been delegated full responsibility to negotiate, make agreements and to maintain such agreements to commit their programs with other criminal justice agencies within their counties (e.g., courts, prosecutors' offices, police departments, etc.) as well as with any other pertinent agency in the public or private sector. They are involved in the formulation of statewide policies and are delegated full authority to formulate policies affecting their own county programs. These broad management and administrative functions are complex and essential to the decentralized nature of operations of the ISC and to reflect differences among counties of criminal justice administration and operations.

The responsibilities are performed within a criminal justice environment in which the ISC is relatively new, existing programs of other agencies are well established and responsibilities and interrelationships are not yet clearly defined. In some areas, however, statutory responsibilities are clear and services are provided on an ongoing basis for the early diversion of offenders before trial including pre-trial release consistent with public safety (release on own recognizance, supervised release, bail recommendations, referral for medical, drug or mental treatment) and for the provision of short-term services for offenders in detention awaiting trial.

Programs may also include the conduct of pre-sentence investigations and evaluations for the courts for those adjudged

guilty, for post-sentenced supervision of sentenced offenders received into the community; and/or admissions and releases for the facility in which they are located.

Although the program parameters are in the process of further definition and the programs evolving, all positions in this series require a basic knowledge of the penal code, knowledge of techniques and programs for the early diversion of offenders; the philosophies expressed in the Hawaii Correctional Master Plan; agencies in the criminal justice system and their functions; and principles and theories of social and correctional rehabilitation particularly relative to the in-depth assessment and prediction of behavior. Since the physical detention services for those persons the ISC deals with are provided by correctional institutions, positions in this series are not involved with security or facilities management.

While program services may be primarily provided by social workers specializing in socio-cultural and correctional assessment, prediction of behavior and recommendation to the courts as to disposition, positions in these classes are primarily concerned with the development, management and administration of the assigned ISC program including the identification and development of its components.

Since some of the ISC programs are in the evolutionary and developmental stages, this series recognizes the requirement for the establishment of appropriate programs given the realities of working with a pre-existing system and establishing appropriate relationships; the promotion of programs, the identification of gaps in service; and the promotion of services and programs to meet needs. At such time the ISC becomes a stabilized element in the criminal justice system, the actual managerial and administrative responsibilities, size and scope of the programs finally established and relationships with other agencies and programs may differ and require reassessment.

Levels in this series are distinguished on the basis of significant differences in scope, complexity and intensity of services.

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This is the first class specification for the new classes
INTAKE SERVICE CENTER MANAGER I & II.

Effective Date: June 20, 1977

DATE APPROVED: 4/2/1984 /s/James H. Takushi
JAMES H. TAKUSHI
Director of Personnel Services

INTAKE SERVICE CENTER MANAGER I & II 3.551
(INTAKE SERVICE CENTER MGR I & II) 3.552

Duties Summary:

Manages all ISC programs in an assigned county; plans, organizes and directs pre-trial release and other early diversion services; identifies gaps in services to offenders within the criminal justice system, promotes recognition of same, and develops programs and activities for their alleviation; supervises and directs the work of specialists responsible for the provision of direct services to detained offenders awaiting adjudication or sentencing; and performs other related duties as assigned.

Distinguishing Characteristics:

In addition to characteristics described in the Series Definition, the classes reflect the following:

ISC Manager I: This class reflects responsibility for planning, directing, developing, implementing and coordinating an ISC program for a neighbor island county where problems of planning, supervision and coordination and the intensity of operations are not as complex as the next higher level by virtue of a limited staff size and organization.

ISC Manager II: This class reflects responsibility for planning, directing, developing, implementing and coordinating the largest county program, where operations are of such complexity and intensity that problems of planning and coordination are resolved through subordinate full-time supervisory levels.

In addition, this class reflects responsibility as assistant to the Executive Director, who is appointed by the Governor, in statewide programs by performing activities such as the presentation of testimony at public hearings, providing consultation to corrections and judiciary legislative committee personnel and carrying on such other liaison between the program and the legislative branch; administering special task forces and projects as assigned by the Executive Director to consider statewide ISC problems and advising the Executive Director on

matters such as trends and events in the criminal justice system, community reactions to the system and other significant statewide or national developments or concerns. The class also reflects responsibility for serving as Acting Executive Director in the Executive Director's absence.

In both situations, positions are responsible for planning, directing, implementing and coordinating pre-trial release assessment and recommendations, referral to other early diversionary alternatives to incarceration and the provision of other social services to those awaiting adjudication. Certain positions may also be responsible for coordinating pre-sentence investigations and recommendations for sentencing for planning programs for the supervision of sentenced offenders released into the community, and/or for handling admissions and releases for the facility in which they are located.

Positions work under the general direction of the Executive Director of the State Intake Service Centers and are authorized to commit their assigned county program to a course of action relative to other criminal justice agencies consistent with conditions within the county. They are responsible for developing policies and procedures for county operations and participate and assist in identifying and developing statewide policies, objectives and programs.

Examples of Duties:

Manages, develops, implements, directs and coordinates the assigned county intake service center program; develops county program objectives and operational policies and procedures to implement objectives within the framework of statewide ISC concerns and policies and the Hawaii Correctional Master Plan; evaluates effectiveness and adequacy of program standards, scope and content and adjusts operations and resources for improvements; reviews operations and activities and evaluates their efficiency and effectiveness; develops cooperative relationships and agreements with other public and private criminal justice agencies in the county to coordinate work; develops and implements new programs and services; participates in developing applications and justifications for federal grants; prepares the budget, program materials, justifications and expenditure plans and controls expenditures; reviews requirements of the Hawaii Correctional Master Plan and analyzes county corrections operations to identify gaps in services; meets with concerned agencies to promote recognition of problems and to encourage and develop or participate in developing services and activities or programs to alleviate such needs; may conduct special studies or projects regarding new techniques and theories for use in operations; participates in identifying statewide ISC

missions and objectives and assists in the development of statewide standards, policies, procedures and guidelines, changes in priorities, delivery plans and resource allocations; participates in developing legislation and rules and regulations and may present testimony or attend legislative hearings as a resource person; develops data reporting systems, evaluation measurements and tools and may develop county ISC statistical reporting systems for internal use; supervises staff through working or full-time supervisory levels; controls and coordinates program activities through oral and written instructions; identifies staff and training needs; advises and guides subordinates regarding the interpretation, development and implementation of new or amended programs, procedures and techniques; maintains discipline and resolves personnel problems; conducts staff meetings to discuss program policies and changes and to ensure uniform understanding and application of policies, procedures, etc.; recommends appropriate action on personnel matters including new appointments, promotions, transfers, etc.; prepares reports and correspondence; may represent the Executive Director at conferences, meetings or hearings as delegated; speaks before interested public and private groups.

Knowledge and Abilities Required:

Knowledge of: ISC Manager I: Techniques and programs concerning the early diversion of offenders; philosophies expressed in the Hawaii State Correctional Master Plan; agencies in the criminal justice system and their functions; basic laws of the penal code; principles and theories of social and correctional rehabilitation particularly relative to in-depth assessment and prediction of behavior; alternative rehabilitation programs for offenders; laws affecting ISC county operations; and principles and theories of supervision and administration.

Ability to: Plan, organize and direct an ISC program for a county; define and establish, within broad policy guidelines, specific goals and locally-oriented county programs; develop new programs, policies, procedures and methods to meet needs and requirements; direct the work of correctional service, rehabilitation and assessment workers; deal cooperatively and effectively with others; supervise and direct the work of others; relate the ISC to other programs of the criminal justice system; analyze, evaluate and draw sound conclusions from available data; give clear and concise oral and written instructions; explain the program to special interest groups and the general public, and prepare comprehensive reports.

ISC Manager II: In addition to the knowledge and abilities identified above for the next lower level, this class requires marked ability to analyze, evaluate and draw sound conclusions

from available data, marked knowledge of subjects as identified above; conduct major projects affecting statewide ISC systems; outstanding ability to manage through subordinate full-time supervisors and direct effective ISC programs.