

MEMORANDUM

121 South McDonough Street • Courthouse Annex 3 • Jonesboro, Georgia 30236 • (770) 477-3270



Date: July 13, 2010

To: Gerald Bostock, Child Welfare Coordinator

CC: John P. Johnson III, Director of Juvenile Court Services

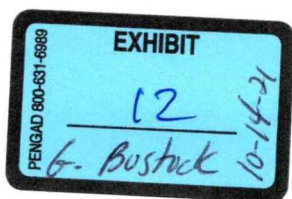
From: A. Colin Slay, Chief of Staff

Subject: Complaint regarding Summerfest and Follow-Up Meetings

As you are aware, a complaint was filed against you regarding your handling of the Summerfest event at Old Towne Morrow on Saturday, June 26, and the follow-up meetings you held with staff the following Monday, June 28. The complaint was centered on the way the follow-up meetings were conducted and questioned why you did not step in to redirect staff on Saturday when you noticed that they were not meeting your expectations.

After talking with you, staff members, and reviewing the statements of the parties involved, I have determined that your actions did not violate any rules nor did you abuse the authority of your position; however, that is not to say that the complaint was completely without merit. With a spirit of promoting cooperation and unity within your unit that will lead to more efficient and effective operations, I am offering the following constructive criticism and instructions for managing future events:

- Several staff related that they felt set-up by you waiting until Monday to address their performance at Saturday's event. They questioned why you did not address the problems on Saturday as you observed them. While I understand your reasoning in using the event as a teaching tool (thus, the follow-up conversations), it is vitally important to step in and redirect staff immediately when they are underperforming. While some staff may interpret this as micromanagement, I would argue that it is incumbent upon a manager to intervene when staff are underperforming or violating rules and instructions. I also believe that this would have eliminated any innuendo regarding a set-up; therefore, should you encounter a similar situation in the future, I expect you to take corrective action with your staff immediately to ensure a successful event.
- Several staff felt that your approach to the follow-up meetings was confrontational and some even complained unprofessional. There is a time and place for confrontation, usually when disciplining someone for a rule infraction, but I argue that it is generally an ineffective way to communicate. In discussing the meetings with you and other staff, I do not believe you meant for the staff to take the meetings as a disciplinary measure, but rather as educational. I believe your intent was to make a point about your disappointment in their performance and to clarify your expectations. That is not how the majority of the staff took your meetings with them – overwhelmingly, they perceived them as confrontational and disciplinary in nature. I strongly suggest that you consider how your audience might perceive your message and design your



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approach with that in mind. There is something to be said in pulling people into your point-of-view rather than pushing them to accept it as truth – you will likely find more cooperation and better ownership of the proposed solutions. For example, if you found it necessary to debrief the event, you could have called a general staff meeting, discussed what was accomplished, thanking those that attended for their contributions (as slight as some may have been), and then expressed your reasoning and needs for making improvements. To go even further, you could have solicited the staff's input into how to improve. I believe that you would have gotten a much different response from staff and would have promoted a helpful discussion on the matter.

- I appreciate the email you sent ahead of the event listing your objectives and needs for the event. I am urging you to go further for upcoming events. First, I am instructing you to determine how many staff members are required for the remaining events leading up to the Duck Derby. As soon as you have the event scheduled, I want you to develop a staff schedule for the event with specific instructions for each participating staff member. This should help eliminate any confusion on the staff member's part about what you expect of them while at the event. It would also be helpful to clarify your expectations for staff with regard to participation in after-hours events. As we discussed last week, we cannot force staff to participate in after-hour events nor can we hold their inability to participate against them, but using the events as a way to earn "extra credit" for their performance evaluations may encourage more participation.
- With regard to Emily Hall's statement to Concilia Chilumuna on Monday, I am instructing you not to take any corrective action in the matter. When confronted with the situation, Ms. Hall admitted her error, and the following day, she took it upon herself to apologize to the parties involved. In my opinion, that is the best possible outcome that can be expected given the overarching situation. To take further action would not be productive at this point.

I realize that my suggestions and instructions are coming from the position of a Monday-morning quarterback, but I am hopeful that a different approach will help prevent future conflict. Please feel free to discuss these matters with me. In fact, I encourage you to seek my counsel when dealing with your staff where it concerns disciplinary and performance issues. I will not pretend that I have all of the answers, but we can work together to form solutions that will avoid unnecessary and divisive conflict. To that end, I will draft a memorandum to the CASA staff reiterating the administration's expectations for the staff's performance while working after-hours events and detailing the benefits and support provided them by the Friends of Clayton County CASA. Not only am I hopeful that this will help eliminate some of the ignorance that exists regarding the role of that organization, it will demonstrate a united front on our part.

Thank you for your understanding and cooperation in this matter.

Memorandum

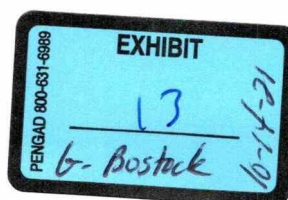
Date: November 11, 2010

To: Gerald Bostock, Child Welfare Services Coordinator

From: John P. Johnson III, Director of Juvenile Court Services, and Colin Slay, Chief of Staff

Subject: Instructions resulting from November 9 CASA Meeting

1. Keep in mind that your employees are building a case for a hostile work environment. This must be diffused immediately. It is noted that this type of complaint/concern has been expressed by your staff before. Employees do not have to work within this type of environment, and it is only a matter of time before they will act upon this concern in a way that is beyond our control. You are directed to interact with your employees in a courteous, respectful, dignified, and professional manner at all times. Your staff wants you to be more considerate of their needs, concerns, and opinions, and they would like to feel some compassion.
2. In the interest of promoting more effective communication, you are to hold monthly staff meetings with an agenda and where staff are given an opportunity to provide feedback, ask questions, share concerns and discuss other matters relevant to the unit.
3. Be aware of the appearance or impression of favoritism when dealing with your employees. When opportunities such as the fatality review are available, take care to publish those opportunities, determine staff interest, and to make offers or assignments only after due consideration.
4. Remain aware of the statements that Shawn has made of having a target on his back, working in a hostile environment, that you are concerned with what he is doing 24 hours a day and with his personal life, that other staff are being warned about associating with him. You are directed to govern yourself in accordance with the county's civil service rules, the court's policies and rules, administrative directives and the policies governing CASA. Any disciplinary action, including corrective action memos, must be reviewed by upper management before presentation to employees until further notice.
5. You are to encourage training without giving undue consideration as to whether or not someone may be using it as an opportunity to socialize.
6. Face-to-face meetings are required for performance reviews and ROPs. Communication cannot always be through email. You must have regular face-to-face interaction with your staff. They need to feel comfortable coming to and talking with you about concerns or when they have questions. This may help eliminate their feelings of needing to involve us.



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7. You shall create a lunch coverage schedule assigning one staff to provide coverage from 12-1pm every day on a rotating basis according to their last names. The schedule shall be made for a month at a time and published at least two weeks prior to the start of each month to provide adequate time for planning and schedule adjustment. Employees who are assigned for coverage are responsible for adjusting their schedules so that they can provide the required coverage. In the event they have to swap days, those changes must be made known in writing to you.

8. The Friends of CASA Board has no place dictating court policy or decisions or action regarding employees. Further, disciplinary action or other matters involving employees shall at no time be discussed with Board members or other members of the community. Complaints and concerns about employees addressed to you shall be given due consideration and you shall follow proper procedure in investigating those matters.

9. While employees are encouraged to participate in Board functions, you cannot force them to do so. You shall not hold it against them if they choose not to go in any way, including on performance evaluations, with commentary, or otherwise. If employees choose to attend Board functions, they are expected to work and follow supervisory directives. Continue to use the sign-up lists/schedules for planning purposes.

10. Open Board event participation to probation officers and other members of the Treatment Team to help relieve CASA staff.

CASA Staff Meeting
November 9, 2010, 8:30 a.m.

(Janice Wilson's notes of employee comments with response from Upper Management)

Emily: Feels concern for "team" functioning aspect of CASA.
Feels employees are not listened to when they propose ideas.
Feels personally professionally road blocked – never received explanation as to why she was overlooked for promotion.
Feels targeted for discipline by Gerald, especially since Summer Fest.
Written up for going .25 hours over time – was handling a CASA phone call).
Thinks we've lost sight of what we're here for – not fair to those CASA serves.
Wishes things could go back to "normal", would like to be listened to, have communication within entire unit and move on.

Upper Management's Response: A proposal form is attached and should be used to propose new projects, changes, or other ideas.

Management apologizes to Emily with regard to her feeling overlooked for the position. A notice to all in-house employees applying for the position should have been sent out, and we failed to do so.

Emily and other part-time or grant-funded employees should understand that going over their allotted hours is not permitted. It is understandable that you may be with clients or doing other work that causes you to occasionally go over the allotted hours. Proper monitoring of hours by the employee and supervisor should eliminate this in most instances. Most of us have worked over our required hours a little and driven our own cars short distances at one time or another, but have not requested overtime or submitted for mileage reimbursement, but we realize that our occasional wasting of time or personal time while on the clock balances out those instances.

Summerfest seems to be the point where the unit divided, feelings were hurt, and people began feeling "targeted." The issues were brought to the table, we know what occurred, and corrective action was taken. Let's move on professionally and personally, treating each other with working respect.

Hawa: Need to function as a team – open communication.
Would like staff meetings to clear the issues rather than letting them fester.
Would like staff to support one another.
Open communication.

Upper Management's Response: We agree that regular staff meetings should occur in the unit. This will allow for open communication and not allow issues to go unaddressed. Mr. Bostock will hold monthly staff meetings moving forward.

Becky: Feels unit has not addressed issues in the past which has now made the unit divided.
Feels she has to put the emphasis on staying out trouble rather than doing job.
Appears to see Shawn as the “what have you done now” person – calls him to see what he’s done when she is called to come to a conference with Gerald.
Now has a constant fear of doing wrong thing.

Upper Management’s Response: All issues should be addressed in a timely manner, keeping in mind that there are issues that affect the whole unit, and there are issues that are individual concerns, which the group are not privileged to.

Employees should not work in an environment where there is a “constant fear,” whether real or perceived.

Shelley: Out in field – doesn’t know what is going on.
(apologized to Emily for perception of “taking the position she thought she should have” – good dialog between Shelly & Emily)

Annell: Has noticed change within unit – feels uncomfortable, put in middle.
Cut back lunches with staff mainly because of personal funds, but also because she wanted to be “out of scenario”.
Aware favoritism is showed.
Feels personality conflicts get in way of work.
Would like talk one on one before going to John or Colin.
Would like staff to respect each other more.

Upper Management’s Response: Respect is earned, not automatic. Our internal grievance policy encourages individuals to work out issues amongst themselves before bringing them to upper management. However, this excludes formal written complaints, which must be dealt with according to the policy.

Shawn: Feels he has a target on his back.
Feels he’s working in a hostile environment.
Constant worry causes him to get behind in work – always trying to “catch up”.
Feels watched & asked what he is doing 24 hours a day – who, what, where – work life as well as personal life.
Feels other staff is being warned about being with him.

Upper Management’s Response: Please be aware of the rules and policies of the court and the SOPs of CASA, as well as the directives given by your supervisor. All staff must know that failure to follow the above results in some form of reprimand. All disciplinary actions will be reviewed and signed off on by upper management. In the event that we feel disciplinary action is not warranted, we will immediately intervene.

Kim: Concerned about professional development.
Need staff meetings.
Supervisor should bring cohesion to team.
Feels supervisor looks at requests to go to training as "socializing".
ROP does not show supervisor's apparent distrust of her. ???
Personal safety needs to be addressed with regard to home visits.
Lack of communication with supervisor – Gerald shuts down.
Admits she doesn't use JCATS often and sometimes Lotus Notes are down so she may miss directives.
Feels personal vendettas / targets for some employees and this should not be tolerated.
Two employees socializing okay, but supervisor and employee socializing gives wrong appearance and shows favoritism.
Felt hurt that Child Fatality Committee position just given to Annell and other employees who were interested were not given chance.
Offices – they get one story for one employee's situation and another story for another employee's situation.
Lunch coverage – pointed out inconsistency in handling employees.
Feels Gerald is disrespectful to employees.
Feels Gerald suspects wrong discussion at lunch when most of the time the conversation is really about cases.

Upper Management's Response: Kim must look at JCATS and Lotus Notes regularly to be sure she receives all necessary information.

There does need to be trust in the unit, and like respect, trust is earned.

*Employees must not go to home visits alone, including volunteers.
Employees can go with volunteers, other Juvenile Court employees, police officers, DFCS workers, etc.*

There needs to be face-to-face communication at staff meetings, when discussing problems/issues, etc.

Employees are encouraged to attend training when feasible, and it is not to be looked at as an opportunity for socializing. Job tasks, information, job opportunities should be available for all interested.

Carol: CASA is a unique unit – held under CASA & Court standards.
They are obligated to attend outside trainings, etc. and feels boundaries have become skewed.
Feels they should not be governed by CASA Board – the work for Court.
Thankful they now have option to choose events.
Feels CASA Board should not be involved in employee personnel situations.
Not "threatened" but working under duress to attend functions.
Precedence – feels not a person at table that wouldn't do what asked but employees often told to do this and then directive is unexpectedly changed.
Regarding GAL of day – double standards for lunch coverage depending on who is GAL.
There is so much hostility in the unit.

(at this point Kim stated she has been told by other employees/court officers that they would not apply for Stan's position because of the way Gerald speaks to his employees – spoke about feeling like Board had fired an employee right after she came to work here - ?)

Carol went on to say it is a "crazy environment"
Would like unit to be able to speak up and move on.
Boundaries are skewed – they are not 501(c)(3) they are staff.
Staff is having to do more work at Board events.
Need definition as to what employee is held accountable for.
Sees herself in "kid business" not fundraising.

Upper Management's Response: The Friends of CASA Board does not govern Juvenile Court employees. The Board should not be involved in employee personnel matters (disciplinary matters). The Board has no place dictating court policy, decisions, or actions regarding employee personnel actions. However, Board members, like any other citizen of this County, can lodge complaints or share concerns about CASA or other court employees, and those complaints will be addressed through proper procedure in investigating the matter.

The Board's work supports the mission of CASA and thereby, the employees of CASA. Therefore, we encourage employees to attend and participate in as many Board events as possible. If an employee is unable to attend, it will not be held against them. When attending events, employees are expected to work and follow supervisory directives.

Management is concerned about the comments regarding the negative impression that when open positions are available in CASA, other court employees do not want to apply.

Gerald: One thing he would agree with is that CASA is unique.
Volunteer element makes them unique (166 volunteers with cases, 8 to 10 in ABC's and 16 to 21 on Board)
Disagrees that the board manipulates employees.
Said the employees have the ability and freedom to "talk" – he can only go to Colin or John.
Feels things dictated to him from Colin and/or John.
He doesn't want to be here either – nearly physically sick thinking about coming to work – very stressful.
Feels his unit has a lack of respect for leadership.
Employees fail to keep him in the loop.
Feels employees go to Colin or John and twist facts after they have spoken with him.
Dishonesty is big issue.
Gave staff 1 ½ hours for Stan's lunch but had to remind them three times to end lunch & go back to office – even stated he stopped at Board office on way back to court but still beat some employees back to court.

After Shawn's recent recognition at Civil Service for employee training, they took time meandering back.

Says he has never heard Kim say she wants a staff meeting. (at this point Kim confronted him on that statement and gave numerous instances where she had asked for staff meetings)

Stated he has always had an Open Door policy.

Home evaluations – Baffling topic to him – has more going out in pairs. Has to question whether it is safety or social.

Safety first, but volunteers are expected to go out on own.

States he has never told anyone to do Home Eval. on own.

(John reminded CASA that we have a court policy regarding home evaluations in pairs for safety.)

Gerald continued regarding office assignments– “no one has addressed anything to me”.

Stated appropriate information was shared with those involved. His reasons for office assignments:

1. Needed to keep eye on Shawn
2. Annell had advised him she frequently worked with headphones on to avoid hearing “drama”.

Gerald stated he never questions who socializes with who.

Regarding Child Fatality – apologized if it looked like he was leaving out other employees. Annell had expressed interest so he gave it to her.

It is crucial to have staff in the training and to be known to the volunteers.

Floor coverage is not new and it is done for customer service and volunteer service reasons.

Brought up part/time hours – a discussion between Gerald & Emily regarding going over hours, being late, etc.

(Carol – give & take needed)

Discussion regarding part-time hours – Gerald asking for John's opinion, John stated one minute past 8:00 am is late and regarding Emily's .25 overage, sometimes employees need to let those little quarter hours go as there were most certainly times during the work day when employee was not “working” – like laying on the sofa with their shoes off.

Upper Management's Response: Managing volunteers and employees are different In that they both require unique approaches and skill sets. Mr. Bostock is to be commended on his accomplishments with the volunteers and in maintaining outside support for the CASA program.

Mr. Bostock has the ability to talk with upper management as well as his fellow supervisors.

Sometimes, we do dictate to Mr. Bostock. That is part of management.

Respect as a leader is earned. We expect Mr. Bostock to foster an environment that promotes open communication and dialogue about

challenges, problems, and opportunities in the day-to-day functioning of the unit, which will help keep everyone in the loop.

We expect everyone to be honest in their dealing with each other. In the event that we can prove dishonesty, we will respond accordingly.

Employees are expected to be punctual. Socializing is to be kept to a minimum while working. When concerns are brought to an employee's attention, we expect them to willingly comply with the requests and instructions of their supervisor.

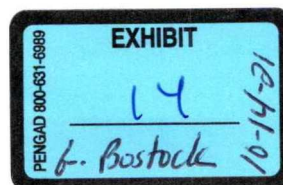
Awarding seniority is a practice, not a law or policy. Management reserves the right to implement changes and practices as needed.

Mr. Bostock will create a lunch coverage schedule assigning one staff to provide coverage from 12-1pm every day on a rotating basis according to employees' last names. The schedule shall be made for a month at a time and published at least two weeks prior to the start of each month to provide adequate time for planning and schedule adjustment. Employees who are assigned for coverage are responsible for adjusting their schedules so that they can provide the required coverage. In the event they have to swap days, those changes must be made known in writing to Mr. Bostock.

**CLAYTON COUNTY BOARD OF COMMISSIONERS
PERFORMANCE EVALUATION PROGRAM
EMPLOYEE RECORD INFORMATION**

Name	Gerald Bostock		
Employee I.D.#	015711		
ORGN #	2201		
Department	Juvenile Court		
Job Title	Child Welfare Services Coordinator		
Supervisor	A. Colin Slay		
Employee Status	Appointed/Unclassified <input type="checkbox"/> Classified <input checked="" type="checkbox"/> Probationary <input type="checkbox"/>		
Appraisal Period	1/14/10 – 1/13/11	Appraisal Date	1/5/11
Appraisal Type	Probationary <input type="checkbox"/> Annual <input checked="" type="checkbox"/> Other <input type="checkbox"/>		

Note: Non-exempt employees will only be evaluated on the first ten performance elements. Supervisory/exempt employees will not be evaluated on "Attendance". Attendance for exempt/supervisory employees will be evaluated under "Rule Conformance".



NAME: Gerald Bostock, Emp.# 015711

PERFORMANCE EVALUATION REPORT

Record performance ratings by placing an "X" in the corresponding box below. Place the numeric equivalent of the rating into the score box. Total all of the scores.

APPRAISAL ELEMENT	1	2	3	4	5	SCORE
Attendance						N/A
Communication Skills (Written and Oral)					X	5
Decision Making/ Problem Solving				X		4
Interpersonal Relations				X		4
Job Skills/Knowledge					X	5
Productivity/Quantity of Work					X	5
Public Relations					X	5
Quality of Work					X	5
Rule Conformance					X	5
Safety/Loss Control					X	5
Supervisory/Management Ability			X			3
TOTAL SCORE						46

TOTAL SCORES
 10 - 19 Unsatisfactory
 20 - 29 Below Average
 30 - 39 Average
 40 - 49 Above Average
 50 Outstanding

RATINGS
 (1) Unsatisfactory Performance - Improvement is Mandatory
 (2) Below Acceptable Performance - Needs Improvement
 (3) Average Performance - Meets Acceptable Standards
 (4) Above Average Performance - Exceeds Acceptable Standards
 (5) Outstanding Performance

**FYE 06/30/2011
 NO INCREASE APPROVED
 BY BOARD OF COMMISSIONERS**

I do hereby certify that the "Performance Appraisal Report" has been completed and formally reviewed.

Employee Signature Gerald Bostock Date 1/6/11
 Supervisor Signature A. Cole Date 1/5/11
 Department Head Signature John F. [unclear] Date 1/5/11
 (If any signature is missing, complete the "Reason for Rejection Form".)

NAME: Gerald Bostock, Emp.# 015711

EXCEPTIONAL PERFORMANCE RECORD/GOAL & OBJECTIVES

List any exceptional skills or performance that attributed to the employee's "above average" rating in the specified element.

		DATE
Attendance		
Communication Skills (Written and Oral)	Mr. Bostock is a very effective communicator. He writes well and excels at communicating with staff, partnering agencies, and community volunteers.	
Decision Making/ Problem Solving	Mr. Bostock makes clear-cut decisions in a timely manner and usually foresees potential problems.	
Interpersonal Relations	Mr. Bostock is courteous with most staff and is willing to help his peers. He presents a professional image.	
Job Skills/Knowledge	Mr. Bostock is a resource person when it comes to child welfare issues. He demonstrates knowledge about all job-related topics and is quick to observe and recall details.	
Productivity/ Quantity of Work	Mr. Bostock completes assignments in advance, uses resources efficiently and shows enthusiasm about the work of the Child Welfare Division, often working on weekends and in the evenings. He is an exceptional planner.	
Public Relations	Mr. Bostock represents the Court well, often receiving compliments from our partners in the community, volunteers, and other professional organizations. This is remarkable considering that CASA is one of the most visible elements of the Court.	
Quality of Work	Mistakes in Mr. Bostock's work are rare, and he is able to work without undue oversight.	
Rule Conformance	Mr. Bostock knows and follows departmental rules and procedures, and he rarely has to be reminded of them. His attendance was good during the rating period.	
Safety/Loss Control	Mr. Bostock knows and follows all safety protocols. He is quick to report accidents and safety issues involving his staff, and he has not had any accidents during this or the previous rating period.	
Supervisory/ Management Ability		

REMARKS:

Mr. Bostock continues to be an asset to this Court, especially as it relates to his work involving the Child Welfare Division. Under his leadership, CASA has reached new performance milestones, including providing CASAs to 100% of the deprived children before the Court, a feat not matched by any other program in the state. Also, under Mr. Bostock's direction, the Annual Darlin' Duck Derby, the main fund-raiser for the CASA program, enjoyed record donations this year, despite a down economy.

NAME: Gerald Bostock, Emp.# 015711

PERFORMANCE IMPROVEMENT GOALS & OBJECTIVES

List any goals and/or objectives that may assist the employee to improve upon specific elements and over-all performance. Following the specified period, the supervisor should review the employee's progress.

		DATE
Attendance		
Communication Skills (Written and Oral)		
Decision Making/ Problem Solving		
Interpersonal Relations		
Job Skills/Knowledge		
Productivity/ Quantity of Work		
Public Relations		
Quality of Work		
Rule Conformance		
Safety/Loss Control		
Supervisory/ Management Ability	Mr. Bostock has experienced some significant leadership challenges among his staff this year, but to his credit, he has accepted the coaching and intervention imposed by the administration with poise and grace and has demonstrated a willingness to work on the issues.	

REMARKS:

Mr. Bostock should continue to work on building trust among his staff, being careful to administer fair and equal treatment of staff, and to contribute to an environment that promotes harmony, employee development, teamwork, and productivity.

NAME: GERARD BOSCH 15711

EMPLOYEE SELF-EVALUATION

Employee should use the Performance Evaluation Handbook (Evaluation Elements and Factors) to complete the following sections. Place an "X" in the box most representative of your performance for the specific element and write the numerical value in the score box to the right. Total all of the scores. Place the total numeric value in the appropriate box and complete the information at the bottom.

APPRAISAL ELEMENT	1	2	3	4	5	SCORE
Attendance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communication Skills (Written & Oral)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Decision Making/ Problem Solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Interpersonal Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Job Skills/Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Productivity/Quantity of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Public Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Quality of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Rule Conformance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Safety/Loss Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Supervisory/Management Ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
TOTAL SCORE						

- (1) Unsatisfactory Performance - Improvement is Mandatory
- (2) Below Acceptable Performance - Needs Improvement
- (3) Average Performance - Meets Acceptable Standards
- (4) Above Average Performance - Exceeds Acceptable Standards
- (5) Outstanding Performance

GOALS TO IMPROVE PERFORMANCE:

*- Continue monthly staff mtgs
- have more thorough performance reviews w/ staff*

AREAS OF EXCEPTIONAL PERFORMANCE:

see attached

**CLAYTON COUNTY BOARD OF COMMISSIONERS
PERFORMANCE EVALUATION PROGRAM
EMPLOYEE RECORD INFORMATION**

Name	Gerald Bostock #15711		
Employee I.D #	15711		
ORGN #	2210		
Department	Juvenile Court		
Job Title	Child Welfare Services Coordinator		
Supervisor	Adolphus Graves		
Employee Status	Appointed/Unclassified <input type="checkbox"/>	Classified <input checked="" type="checkbox"/>	Probationary <input type="checkbox"/>
Appraisal Period	01/14/08 - 01/13/09	Appraisal Date	01/14/09
Appraisal Type	Probationary <input type="checkbox"/>	Annual <input checked="" type="checkbox"/>	Other <input type="checkbox"/>

Note: Non-exempt employees will only be evaluated on the first ten performance elements. Supervisory/exempt employees will not be evaluated on "Attendance". Attendance for exempt/supervisory employees will be evaluated under "Rule Conformance".

NAME: Gerald Boston #15711

PERFORMANCE EVALUATION REPORT

Record performance ratings by placing an "X" in the corresponding box below. Place the numeric equivalent of the rating into the score box. Total all of the scores.

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Attendance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communication Skills (Written & Oral)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5
Decision Making/ Problem Solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5
Interpersonal Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5
Job Skills/Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5
Productivity/Quantity of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5
Public Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5
Quality of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5
Rule Conformance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5
Safety/Loss Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	5
Supervisory/Management Ability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3
TOTAL SCORE						48

TOTAL SCORES
 10 - 19 Unsatisfactory
 20 - 29 Below Acceptable
 30 - 39 Average
 40 - 49 Above Average
 50 Outstanding

RATINGS
 (1) Unsatisfactory Performance - Improvement is Mandatory
 (2) Below Acceptable Performance - Needs Improvement
 (3) Average Performance - Meets Acceptable Standards
 (4) Above Average Performance - Exceeds Acceptable Standards
 (5) Outstanding Performance

FYE 06/30/2009
 NO INCREASE APPROVED
 BY BOARD OF COMMISSIONERS

I do hereby certify that the "Performance Appraisal Report" has been completed and formally reviewed.

Employee Signature [Signature] Date 1/27/09
 Supervisor Signature [Signature] Date 1/23/09
 Department Head Signature [Signature] Date 1/26/09

(If any signature is missing, complete the "Reason for Rejection Form".)

NAME:	Gerald Bostock	#15711
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EXCEPTIONAL PERFORMANCE RECORD/GOAL & OBJECTIVES

List any exceptional skills or performance that attributed to the employee's "above average" rating in the specified element.

Communication Skills (Written and Oral)	Mr. Bostock has good written and verbal communication skills. He communicates with staff, Judges, outside agencies as well as the community at-large. He displays strong skills in collaborating with other child welfare agencies and fulfills the mission of the Court by tirelessly advocating for his unit and the Court as a whole.
Decision Making/ Problem Solving	Mr. Bostock carefully considers Court goals and objectives when making managerial decisions. He uses sound judgment when making decisions, and considers the desired outcome at the onset of difficult situations. He works with little supervision needed yet seeks supervisory assistance when appropriate.
Interpersonal Relations	Mr. Bostock has displayed the ability to transfer his knowledge and expertise to other supervisors when needed. He has built great relationships with citizens of the county on behalf of the Court and has expanded the role of his unit to work with several outside agencies. Not only has he created several invaluable partnerships with other agencies, but he also effectively maintains those relationships to the benefit of the children we serve.
Job Skills/Knowledge	Mr. Bostock has a good understanding of child welfare services in the county and a vast knowledge base in regards to the overall functioning of the entire Court. He continues to seek out new and innovative ways to improve the quality of services delivered to children served by his unit. Mr. Bostock continues to strengthen his knowledge base by participating in numerous local, state and national conferences on behalf of the Court. He also shares his knowledge with other jurisdictions by producing excellent reports and program documents. He has continued to participate in the county's professional training and development courses and is scheduled to complete all managerial courses by the end of March 2009.
Productivity/ Quantity of Work	Mr. Bostock continues to maintain optimal quality performance even though his duties and responsibilities continue to grow. During this review period he has continued to seek out new grants and funding opportunities, which in turn has expanded the number of children his unit has been able to serve. He has successfully conducted numerous outreach programs including but certainly not limited to the following: Office Depot Backpack program (100 relative care children benefited); National Volunteer Week Recognition; Roster & Relative Care Easter Egg Hunt; Duck Derby; Christmas Toy Drive (165 children benefited); Jonesboro 4 th of July and Holiday Season Parades; Quarterly Class Reunion functions for volunteers; Quarterly Training Sessions (69 new volunteers during this period); Ambassadors Behind CASA (ABC's); Total number of children served more than any other county in the state (770 with the next closest being 604. Outstanding!).
Public Relations	Mr. Bostock maintains positive relationships with outside agencies and organizations both locally as well as nationally. He maintains strong relationships with citizens of this county and conducts quarterly trainings and volunteer functions. He has expanded the scope of his unit by reaching out to local businesses. Mr. Bostock utilizes his staff and volunteers in a manner that greatly benefits the overall effectiveness of his unit and the Court, which allows the Court to maintain a strong and positive relationship with the public.
Quality of Work	Mr. Bostock's work efforts are thorough and very well detailed. He submits numerous monthly and annual reports to remain in compliance with both GA and National C.A.S.A. requirements. His stellar work ethic has allowed the Clayton County C.A.S.A. program to serve more children than any other county in the state of GA. He also represents the Court in an outstanding manner as a member of several child welfare committees, projects and initiatives.

NAME:	Gerald Bostock	#15711
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Rule Conformance	Mr. Bostock has had no rule infractions during this rating period. He adheres to local, state, and national program requirements. Mr. Bostock follows Clayton County Employee Policy and Procedures. Mr. Bostock has had to be reminded to complete his management classes taught by Personnel, but has registered for upcoming classes and is scheduled to complete the courses by the end of March 2009.
Safety/Loss Control	Mr. Bostock has had no at fault incidents or equipment loses during this rating period.
Supervisory/ Management Ability	

REMARKS:

Mr. Bostock is an invaluable asset to this Court. As the Child Welfare Coordinator he has displayed outstanding leadership and has consistently worked to improve both the quality and quantity of services offered to children under the unit's supervision. His attention to detail and commitment to quality has allowed the Court to increase the chances of improved life-outcomes for thousands of children.
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NAME:	Gerald Bostock	#15711
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PERFORMANCE IMPROVEMENT GOALS & OBJECTIVES

List any goals and/or objectives that may assist the employee to improve upon specific elements and over-all performance. Following the specified period, the supervisor should review the employee's progress.

Communication Skills (Written and Oral)	
Decision Making/ Problem Solving	
Interpersonal Relations	
Job Skills/Knowledge	
Productivity/ Quantity of Work	
Public Relations	
Quality of Work	
Rule Conformance	
Safety/Loss Control	
Supervisory/ Management Ability	<p>Mr. Bostock continues to set high standards for both himself as well as the employees he supervises, which is indicative of his level of commitment to the Child Welfare Unit and the children served by the unit. He has provided his staff with up to date software and programs that puts them in the position to perform their job duties in the best manner possible. Mr. Bostock needs to improve in the areas of providing his staff with all in-house Court Policies and Procedures as well as developing Standard Operating Procedures for some of their daily duties and responsibilities. This will assist in the future with holding his employees accountable for their actions when discrepancies arise. During this rating period there have been <u>several complaints</u> against Mr. Bostock by his staff as it pertains to threats and intimidation. Mr. Bostock is to re-evaluate how to get his staff to sell Duck Derby tickets without the use of threats and confrontations to complete this task. <u>Some</u> of Mr. Bostocks employees are focused on being retaliated against and seem to be more concerned about the consequences for making mistakes than actually doing the job right.</p>



Clayton County Employee General Counseling Form

Employee's Name (Printed)	Department	Position	Employee #
Gerald L. Bostock	Juvenile Court	Child Welfare Services Coordinator	015711
Date: May 17, 2012		Supervisor's Name (Printed): A. Colin Slay	

***** Please attach additional sheets, if needed.*****

1. Statement of the Problem

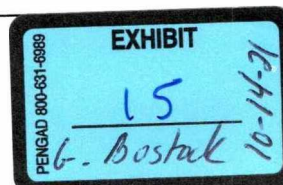
On May 10, 2012, Mr. Bostock submitted a request to terminate a part-time employee without taking proper steps to address the concerns with that employee and giving her an opportunity to correct the problem. This failure to use progressive discipline caused undue stress for the employee and amounted to unfair treatment; it also caused embarrassment for the court's administration.

2. Prior oral or written warning(s) on above subject:

The importance of and need for effective communication with staff has been discussed with Mr. Bostock following complaints from staff in July 2009 (V. Henry), January 2010 (S. Black), and in July 2010 (Summerfest). In addition, Mr. Bostock received training on progressive discipline concepts in the County's Management Professional Development courses.

3. Statement of County policy, rule, or regulation on above subject:

The Court's *Performance Standards*, included in the Court's *Performance Reviews and Annual Performance Evaluations* policy lists failure to treat employees fairly as an example of unacceptable and below-average performance. The Court's *Standards of Conduct* policy requires employees to responsibly perform the duties that are within the proper scope of his or her position. Incompetence and negligence in the responsibilities of the duties held is also listed as a reason for suspension/termination in Civil Service Rule 9.206(k).



4. Supervisor and employee list corrective measures to be taken by employee. (Include any deadlines and follow-up meetings):

When dealing with behavior or performance issues, Mr. Bostock is expected to properly assess the situation, to perform the necessary investigation, and to avoid making assumptions or drawing conclusions that are not supported by facts. When dealing with disciplinary issues, Mr. Bostock is to use progressive discipline measures as the circumstances and employee's work history dictates. Generally speaking, issues should be progressively addressed through verbal discussions, coaching and written warnings before resorting to more restrictive measures such as suspension and termination. Those situations requiring an official written warning (General Counseling Form), suspension, demotion, or termination require the approval of the court administrator.

Mr. Bostock's compliance with these expectations will be reviewed at his next performance review meeting on September 5, 2012.

5. List consequences of failure to improve or correct undesired behavior/work performance:

Failure to abide by these expectations will subject Mr. Bostock to further disciplinary action, which may include suspension without pay.

6. Employee Comments:

I am not willing to sign this General Counseling Form

Employee's Signature		Date	Supervisor's Signature		Date
			<i>A. Calisher</i>		5/16/12
Other Levels of Supervision Please Initial & Date			Department Head Signature		Date
			<i>John Johnson</i>		5/17/12

Distribution: Original to Personnel- Copy to Originator- Copy to Employee



GEORGIA
DEPARTMENT OF LABOR

RECEIVED

JUL 25 2013

CLAYTON COUNTY
HUMAN RESOURCES DEPARTMENT

Claimant's Information On Discharge

1. Give the name of the person who told you that you were discharged.

John Johnson

Person's title Director of Junvenile Court Se

2. On what date were you told you were discharged? 06/03/2013

3. What did your employer say you did that caused your discharge?

Write down what you were told, even if you disagree with it. Give details.

Conduct unbecoming of a Clayton County employee

What dates did your employer say the above problems happened?

did not state

If you do not think the above reason was why you were discharged, give the reason you feel you were discharged. Explain in detail.

Chief Juvenile Court Judge wanted to have someone else in the position- was overheard 2 months ago telling colleage he was going to get rid of me. Performance review was completed in May 2013

4. Did your employer tell you that you were being discharged because you violated a rule, policy, or order? Yes

If yes:

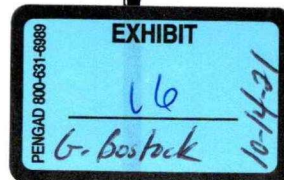
What was the exact rule, policy, or order? Explain in detail.

Civil Service Rule 9.206(e)(k)

Did you know about the rule, policy, or order? No

If yes, on what date were you made aware of rule, policy, or order?

5. Did your employer tell you that you were being discharged because you violated the same rule, order, or policy more than once? No



If yes, on what dates did your employer say these violations occurred?

6. Were you warned before you were discharged? No

If yes:

On what date were you warned?

What were you warned about?

Did you know you might lose your job? No

What did you do to keep from being discharged after you were warned?

7. Were you discharged due to being absent or late to work? No

If yes, give the dates and reasons for each time you were absent or late.

Did your employer tell you, prior to any of your absences, that you could be denied unemployment benefits for violation of the policy on attendance?

If yes:

When were you told this?

Were you told in writing?

8. Give any other facts about your discharge you want considered.

Excellent performance review was issued May 2013.

Close Inquiry Window

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JUL 25 2013

CLAYTON COUNTY
HUMAN RESOURCES DEPARTMENT

CLAYTON_000366

NM48

FACT FINDING INQUIRY

07/24/13

..S01 SSN RE 7812

BYB 06 21 13 CWB 06 16 13

EMPLID 2833

08:56:07

GERALD L BOSTOCK

FACT FINDING OF: CLAIMANT

DATE ENTERED 07/09/13

SEPARATION

EMPLOYER NAME CLAYTON COUNTY

TYPE ISSUE DISCHARGE

PDH 404-938-3239 7/9/13 12:06PM

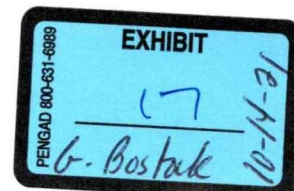
INTERNET CLAIM.. I USED NON PROFIT MONEY AND WROTE A CHECK FROM THE SOFT BALL TEAM THAT I PLAYED ON AND SPONSORED. THE MONEY WAS USED TO PAY BANNERS AS A MARKETING PROGRAM. WE HAD GOTTEN VOLUNTEERS. THERE WAS NOT GUIDELINE OR RESTRICTION ABOUT THIS MONEY. THIS WAS NOT THE COUNTY'S MONEY. THE BASEBALL TEAM IN ATLANTA, THE EMPLOYER WANTED TO KNOW WHY I DID NOT SPONSOR A TEAM IN CLAYTON COUNTY. AGAIN THERE WAS NO GUIDELINES, SAYING THE MONEY HAD TO BE USED IN CLAYTON COUNTY. I SPOKE TO A BOARD MEMBER ABOUT THE IDEAL AND THEY WERE OK WITH IT. THE \$250 DOLLARS WERE GIVEN BACK TO COURT. I WORKED FOR THE EMPLOYER 10 YEARS AND I WAS ENTRUSTED WITH \$400,000 THAT BELONGED TO COUNTY AND ALL THE MONEY WAS USED FOR THE COUNTY.

NA: PF: 3-PREVMENU 4-MN00 5-PRT 7-BKWD 8-FRWD 9-PSCR 11-NA

RECEIVED

JUL 25 2013

CLAYTON COUNTY HUMAN RESOURCES DEPARTMENT



2-17-15

Guy Alexander

REDACTED
REDACTED

To whom it may concern,

I was asked by Allen Crenshaw to give a statement regarding my involvement with CASA and Gerald Bostock

I first became involved with CASA in 2010. I was an advocate for a child for over two years. I was asked to become a board member in 2012. I served on the board until October 2014. I enjoyed the time I spent working with CASA and to this day support the organization and its mission!

My involvement with CASA and the board was limited. Most of my time was spent raising money for the organization and working with the members and preparing for the duck derby. I was very surprised at the allocations that Gerald had misappropriated money.

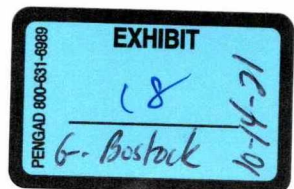
My recollection of the staff meeting I attended was a full disclosure of the money spent from the CASA. I remember Gerald telling about the softball team and that CASA was helping with sponsorship. Gerald asked me if Georgia Crown Distributing would sponsor his softball team and I declined. Gerald in my opinion was a hard working ambassador of the program. I did not know any miss-use of funds and would be surprised if this occurred.

If you need any further assistance please do not hesitate to ask, however I think the press that this has brought to CASA has done harm to the organization. If there was criminal acts taken they should be addressed. If this is a personal problem with someone my advice is to stop and let CASA do the Great work they were created to do.

Guy Alexander

Guy Alexander

2-18-15



Submit Time: 1/14/2013 14:34:17
From: CN=Gerald Bostock/OU=Juvenile Court/O=Clayton
To: "Alexander, Guy" <GAlexander@georgiacrown.com>
Cc:
Subject: Hello

Hey Guy- I hope you had a great holiday season and that your 2013 has started off well. Wanted to check with you to see if you would be able to again sponsor the annual Ga CASA Luncheon and Fashion Show Gentleman's Preview Party with a beer/wine donation. Your support last year was greatly appreciated, and the planning committee (which I am again part of-- they won't let me off, ha ha) is hopeful you may be able to help again this year. Also, on a personal note, I was wondering if I might be able to ask you for another water bottle donation (much smaller of course from the Duck Derby). I have joined the Hotlanta Softball league this year, and will be playing for the Atlanta Foxes in the D division of the league. Atlanta has the 2nd largest NAGA league in the U.S. and aside from the personal enjoyment I will receive from playing, I see this as a huge marketing opportunity for CASA-- for the entire metro Atlanta area. I am planning on using some of our GAL funds for Clayton County CASA to become an official sponsor to take advantage of this marketing opportunity. What I have learned is that a good bit of the teams struggle financially, and many of the players are unable to help provide additional financial support to their team. With that said, water is one of those items that the teams try to provide, and obviously with spring and summer play, it requires alot! Just thought I'd see if that type of donation might be a possibility for the Atlanta Foxes. Let me know your thoughts on both of these, and as always, I appreciate all you do for us!

Gerald





Fw: court items
Janice Wilson to: John Johnson

04/23/2013 03:00 PM

Janice Wilson
Juvenile Court Office Administrator
770-477-3244
770-603-4176 (fax)

— Forwarded by Janice Wilson/Juvenile Court/Clayton on 04/23/2013 02:58 PM —

From: John Johnson/Juvenile Court/Clayton
To: Janice Wilson/Juvenile Court/Clayton@Clayton, Colin Slay/Juvenile Court/Clayton@Clayton
Date: 01/17/2013 01:56 PM
Subject: Fw: court items

— Forwarded by John Johnson/Juvenile Court/Clayton on 01/17/2013 01:55 PM —

From: Shawn Black **REDACTED**
To: John Johnson <John.Johnson@co.clayton.ga.us>
Date: 01/17/2013 12:41 PM
Subject: Re: court items

Hey, I just got your message, Colin's card and a certified letter from Gerald about how he had tried "numerous" times to get me.

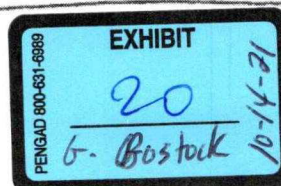
My number has not changed since 1999, yet I have gotten no voicemails or calls from Gerald. This letter is the first I have heard from Gerald since around December 6 or 7th. I have had these items in a bag since December 31. I'm not sure if he was contacting me on the county cell which has been it off since December 31st or maybe he was emailing me on my deactivated county email.

Normally I would expect more, but I have to remember who we are talking about. I do want to say as I exit my employment that you should really look at CASA and how the fundraising money isn't actually spent on the children. I have kept quiet about a lot while working for Gerald just because I needed my job. Since I don't have that anymore, I'm going to point out a few things.

Duck Derby and GAL funds are spent to buy alcohol, lunches for staff that he chooses to hang with. I have heard how special treatment was given to certain people and I closed my ears. It is tearing your staff apart because some CASA staff gets badges (1 staff member) and also treated different as far as coming and going as she wants without any consequences. Other staff members are not allowed to even leave the building on certain days.

Nobody monitors the GAL account. Funds have been used to move Gerald's furniture during the courthouse move, paying for him to treat people to lunch, removing a boot from his car because he parked illegally, many other things that should not be included in charity money expenditures.

I wasn't going to do this because I just wanted to be rid of all of the drama that Unit brought into my life. However, I think it's time someone tells the truth about the program. Just like we supposedly have 110 or more volunteers, how is that when each of four supervisors have less than 20 volunteers each and half of them haven't been active in many months.



CLAYTON_000278

If one domino isn't placed right that whole unit is going to crumble and it will never be said that nobody knew.

I am not saying any of this to be mean or piss anyone off, just simply because when it does come out, the whole court is going to look bad and that court is not bad at all. Clayton County Juvenile Court is one of the best, if not, the best I have ever seen and I have been in a few of them that boast to be some of the best.

Thanks for listening and I will get in touch with whomever I need to so that you can get these items.

Thanks for calling and emailing. Always amazing how you get me and Colin gets me on first try but Gerald can't.

On Jan 17, 2013, at 9:54 AM, John Johnson <John.Johnson@co.clayton.ga.us> wrote:

Shawn u have a file and ID and court phone that we need to get asap.Please call me.