

State of New Jersey
Administrative Office of the Courts

Probation Child Support Enforcement Operations Manual	Volume A	Revised: 01/06/23
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1011 Role of the Probation Assistant Division Manager in Child Support Enforcement

A. Overview

The Probation Manager (which includes the Division Manager and Assistant Division Manager) is responsible for ensuring their local division is adhering to the mission of the New Jersey Judiciary and implementing the goals and objectives of the Probation Child Support Enforcement (PCSE) Program effectively and with fidelity. The purpose of the PCSE Program is to aid the court by monitoring and enforcing support orders to ensure that children receive the financial and medical support to which they are entitled.

The following are the key elements of the child support manager's role: hold staff accountable; identify and build sustainable and culturally appropriate client resources; and advocate for Probation with their Assignment Judges (AJs), Trial Court Administrators (TCAs), and local stakeholders, such as the vicinage Family and Finance Divisions; New Jersey Department of Human Services, Division of Family Development (DFD); County Sheriff; and County Welfare Agency (CWA). Strong leadership, a dedication to effective implementation, and a passion for ensuring fidelity to the Probation mission is necessary to the success of Probation's goals. Probation Management will embody the philosophy and vision of the division and provide clear guidance and direction to supervisors and all staff. Managers must also participate in the development and implementation of the vicinage's operational goals, objectives, policies, and procedures; develop, review, and analyze management reports to enhance child support program operations by prioritizing resource allocation; measure program effectiveness by establishing and monitoring performance metrics; formulate long-range strategic plans; and manage the staff and operations of the local office.

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The manager must be able to use and apply principles to continually improve the delivery of child support services by using strategy, data, effective communication, and evidence-based practices.

B. Manager's Role in Ensuring the Delivery of Quality Client Services

1. Providing Guidance and Direction
 - a. A key role for a manager is to provide guidance and direction to supervisors and all staff regarding their work, help them solve problems and deal with challenging responsibilities and assignments.
 - b. In cases where certain necessary or required tasks have not been completed, the manager's role is to direct staff to complete them.
2. Training and Opportunities for Skill Building
 - a. The manager is responsible for identifying, expanding, and enhancing the skills of staff.
 - b. The manager must recommend and/or provide direct training to supervisors and staff when needed and for skill enhancement and remedial purposes. The manager shall provide opportunities for supervisors and staff to practice their skills through various methods, such as mock interviews with peers/supervisors/managers or modeling the skills for the supervisors and staff.
 - c. The manager shall utilize the New Jersey Child Support Institute (NJCSI) training curriculum for on-boarding, refresher, and ongoing training and skill enhancement.

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C. Advocacy

1. The manager must advocate internally with TCAs for policy and procedure changes, resources (personnel and financial), equipment, training, or any other issues that will assist probation staff in their duties.
2. Managers must collaborate with system-stakeholders, external agencies, and the community. The purpose of this collaboration is to provide Probation staff training opportunities and to build and strengthen relationships and exchange best practices.
3. Managers must attend and participate in internal and external committees and work groups, at the local, state, as appropriate.

D. Accountability

1. The manager must hold all staff accountable for performing their job requirements.
2. The manager must use reports and other tools to review and randomly spot check cases to ensure:
 - a. Staff are properly informed about their responsibilities and functions; timelines and schedules for the expected completion of tasks and functions are met; and standards of success are developed and understood.
 - b. Staff are managing caseloads competently, timely, efficiently, fairly, equitably and in adherence to established standards and protocols.
 - c. Supervisors and staff are interacting with clients in a respectful and appropriate manner, in accordance with the

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Judiciary Code of Conduct and policies.

E. Reviewing Staff Performance

1. The manager is responsible for conducting performance appraisals which provide individual assessments, feedback, and direction to staff in accordance with the Judiciary's Performance Advisory System.
2. The manager must review, monitor, and evaluate the work of staff against policies and procedures, stated expectations, and quality assurance standards. This shall include clearly defining expectations; holding regular check-in and feedback sessions; observing staff interactions with clients and other team members; monitoring court presentations; reviewing activity logs; and tracking case note entries on automated systems such as New Jersey Kids Deserve Support (NJKiDS).
3. The manager is responsible for identifying areas of staff's work performance deficiencies, where discipline may be warranted. The manager is also responsible for applying disciplinary measures, when necessary.
4. The manager is responsible for the development of employees and ensuring the alignment of organizational goals with team and individual goals, clearly articulating appropriate objectives.