I. **Policy:** Written policy, procedure, and practice of the Center for Adolescent Services to provide that the staff development and training program is planned, coordinated, and supervised by a qualified employee who has completed TOT (Training of Trainers) or its equivalent. The training plan is reviewed.

II. **Procedure**

A. The agency’s staff training and development component, shall be coordinated by a qualified employee, who has completed a Training of Trainers (TOT) program, and/or its equivalent.

B. In the event a qualified TOT staff member is not available among CAS staff, the Director will develop a plan to have a staff member complete TOT, an/or will utilize a qualified Montgomery County or Juvenile Court employee to coordinate the training program.

C. The Director shall oversee and approve the annual training program.

D. The annual training program will include the following:
   1. Orientation Training.
   2. In-Service Training, pertaining to safety & security practices and American Correctional Association, Ohio Department of Youth Services, Montgomery County Juvenile Court and CAS standards and procedures.
   3. Specialized training curricula, involving CPI-Non-Violent Crisis Intervention, CPR/First Aid, Suicide Awareness and Prevention, and training specific to the therapeutic environment.
   4. The annual training plan will consider the facility’s mission, physical characteristics, and juvenile population.
I. Policy: Written policy, procedure, and practice of the Center for Adolescent Services to have a training plan that is developed, evaluated, and updated based upon an annual assessment and discussions that identify current job-related trends and training needs.

II. Procedure
A. CAS staff will be surveyed annually to evaluate the training plan in place and to identify possible courses and classes to include in the future.

B. The CAS Management Team will meet annually to discuss and assess staff training needs.

C. Annual training needs assessment and planning will involve the following components:

   1. Staff position responsibilities and functions;
   2. Safety & security training requirements and needs;
   3. Therapeutic theories and techniques;

D. Annual training needs assessment and planning will consider the following sources when developing the training program:

   1. CAS’ Management Team observation of direct care staff performance of job responsibilities and functions;
   2. Responses from the Staff Training Survey;
   3. Facility inspections and operations;
   4. Staff reports; specifically treatment reports, logs, and special incident reports.
I. **Policy:** Written policy, procedure, and practice of the Center for Adolescent Services to provide initial orientation for all new employees during their first week of employment. The orientation/training includes, at the minimum, the following:

- A historical perspective of the facility;
- Facility goals and objectives;
- Program rules and regulations;
- Job Responsibilities and functions;
- Personnel Policies;
- Juvenile Supervision;
- Report Preparation.

The employee signs and dates a statement indicating that orientation has been received.

II. **Definition**

1. **Elevate** - Website containing training curriculum and reference material(s). Access is provided to all facility staff upon hire. Access to Elevate is available at any Court computer.

2. **Orientation Training Checklist** - Checklist outlining training(s) for new employees.

3. **Orientation Test** – Test given to employee during the orientation period of employment. Content is drawn from the practices, policies, and procedures indicated within the Orientation Training Checklist.

4. **Orientation Status Review, OSR** - Encompassing review involving the employee, Director and Training Coordinator, or designee. The following are discussed within the OSR: Elevate training course completion; Orientation Training Checklist; Orientation Test; and MCJC Employee Staff Performance and Development Report.

5. **Individual Development Plan, IDP** - A joint/bi-lateral project between employee and supervisor. The plan is designed to encourage the employee to develop the maximum level of skills / potential while in his/her position and assure attainment of the Court’s goals/objectives while maintaining highest quality of services, cost effectiveness and integrity. The IDP is to be initiated only on an as needed basis as determined by the Director/Manager or by employee request throughout the year.
III. Procedure

1. Training Staff Identification:
   i. The following positions will participate within an employee’s orientation training:
      1. Director;
      2. Managers;
      3. Supervisors;
      4. Training of Trainer’s (TOT) and/or its equivalent;
      5. Training Coordinator;
      6. Specifically experienced and trained direct care staff.

2. Orientation Training
   i. Orientation Training: Elevate
      1. Upon hire, the Training Coordinator or designee will enroll employee within the following Elevate Training Curriculums:
         a. Welcome to Elevate:
         b. Annual Training
      2. Employees are able to access Elevate from any Court site, from any Court computer.
      3. Employee will participate within his/her scheduled training by reviewing the training content and, if applicable, the associated American Correction Association Policy.
      4. Upon completion of training content, the employee will demonstrate his/her understanding of course materials by completing the associated training’s test.
      5. Employees will be required to score a pre-determined percentage to qualify the training as successfully completed.
         a. If the employee does not score a successful percentage within a training course he/she will have unlimited opportunities to review the course again and re-test.

   ii. Orientation Training Checklist
      1. The Orientation Training Checklist will be provided to all newly hired employees by his/her assigned Manager.
      2. Employee will sign and date their Orientation Training Checklist upon receipt.
      3. The Orientation Training Checklist include but is not limited to the following:
         a. Historical Perspective of Facility;
         b. Facility Goals and Objectives;
         c. Personnel Policies;
         d. Program Rules and Regulations;
         e. Job Responsibilities and Functions;
         f. Juvenile Supervision;
         g. Report Preparation;
         h. ACA Mandatory Policy Review

   4. Orientation Training Checklist: Content
      a. Staff identified to conduct training(s) will acknowledge completion of training topic by completing the following areas associated with the training topic:
         i. Trainer Signature;
         ii. Date of Training;
         iii. Length of Training (Time)
5. **Orientation Training Checklist: Documentation and Report Preparation**
   a. Supervisor or designee will train employee on the practice of completing documentation and reports applicable to his/her position.
   b. Employees will demonstrate an understanding of how to fulfill document(s) and report(s) by completing such forms under the tutorial of the Supervisor or designee.
   c. Supervisor will review the document(s) and report(s), prepared by employee, and providing feedback and/or further instruction as needed.
   d. Supervisor will acknowledge that the employee has completed document(s) and report(s) by initializing the appropriate field corresponding to the document and/or report title.

   a. Employee will review all American Correction Association, ACA, mandatory policies.
   b. Mandatory policies can be referenced & reviewed from the Montgomery County Juvenile Court Intranet.
   c. Employee will demonstrate an understanding of the policy to the Supervisor.
   d. Employee and Supervisor will acknowledge policy review and understanding by signing and dating the appropriately field associated with the applicable ACA mandatory policy.
   e. Supervisor will document the length of policy review training associated with the applicable ACA mandatory policy.

iii. **Orientation Test**
   1. Training Coordinator or designee will schedule the employee’s Orientation Test.
   2. Employee will take his/her orientation test while on-duty within the facility.
   3. Employee will submit his/her orientation test to the Training Coordinator or designee for review and grading.
   4. **Orientation Test: Grading**
      a. Training Coordinator or designee will grade the employee’s Orientation Test.
      b. Each question within the Orientation Checklist is weighted as one (1) point value.
      c. The employee is required to score at least an 80% to receive a passing score on the Orientation Test.
      d. The following test sections will be graded pass/fail.
         i. Code Match
         ii. Multiple Choice
         iii. True/False
      e. The following test sections will be reviewed and graded for content of answer:
         i. Fill in the Blank
         ii. Essay
iv. Orientation Status Review, OSR

1. Prior to the completion of the Orientation Training, the employee will meet with the Director, Training Coordinator, or designee to evaluate the progress of his/her Orientation Period.

2. The following documents will be reviewed in length and, if applicable, the employee will be asked to provide clarification of the contents:
   a. Orientation Training Checklist;
   b. Orientation Test

3. The Montgomery County Juvenile Court Employee Performance and Development Report Performance Orientation Evaluation will be reviewed.

v. Completion of Orientation

1. Criteria

   a. Unsuccessful Orientation Criteria: If the employee does not meet the criteria of a successful orientation period. Developmental actions including but not limited to the following may occur:
      i. Additional Training Enrollment;
      ii. Retake the Orientation Test;
      iii. Establish and implement the Individual Development Plan with clear goals/objective and assignments.

   b. Successful Orientation Criteria: The employee must meet the following criteria:
      i. Consistent demonstration of Elevate training course completion;
      ii. Completion of the Orientation Training Checklist;
      iii. A score of at least 80% on the Orientation Test;
      iv. A score of at least 2 on the Montgomery County Juvenile Court Employee Performance and Development Report Performance Evaluation;
      v. Orientation Status Review Meeting.

2. Acknowledgement of Successful Orientation

   a. The employee, Director, and Training Coordinator, or designee will acknowledge the completion of a successful orientation by signing and dating the Orientation Training Checklist.

   b. The Director or designee will review and acknowledge the Employee Change of Status form by signing and dating in the appropriate fields.

3. The following document will be filed and maintained within the employee’s personnel file:

   a. The original Orientation Training Checklist
   b. Orientation Test
   c. The Montgomery County Juvenile Court Employee Performance and Development Report Performance Orientation Evaluation
3. **Record of Orientation Material(s)**
   
   i. **Electronic Record: Elevate**
      
      1. Elevate will automatically log and maintain the following training curriculum information:
         a. Successfully completed training(s).
         b. The length of training time associated with each training course.
         c. The total of completed training hours.
   
   ii. **Manual Record**
      
      1. Employee training files will include but are not limited to the following items:
         a. Copy of the Orientation Training Checklist
         b. American Correction Association Policy Dissemination Form(s);
         c. Specialized Training Certificate(s)
I. **Policy:** Written policy, procedure, and practice of the Center for Adolescent Services to provide that the facility’s training and staff development program uses community resources.

II. **Procedure**

1. Development of the CAS staff development and training program will utilize community resources in the accomplishment of staff training needs.
2. The following community resources may be utilized, if necessary, in the provision of training materials and/or instructors:
   - i. Professional Correctional and/or Therapeutic Organizations.
   - iii. Ohio Department of Youth Services.
   - iv. Montgomery County Juvenile Court.
   - v. Montgomery County Learning and Performance Department.
   - vi. Local Universities and/or Technical Training Programs.
   - vii. Dayton Area Chapter of the American Red Cross.
   - viii. The Crisis Prevention Institute
   - ix. Montgomery County Children Services
   - x. Ohio Department of Education.
   - xi. Professional Academic Associations.
3. On-going assessment of staff training needs may dictate use of community resources not previously listed.
I. **Policy:** Written policy, procedure, and practice of the Center for Adolescent Services to provide that training programs are conducted by persons who are qualified in the areas in which they conduct training.

II. **Procedure:**

1. The CAS Training Coordinator and/or designated individual, in collaboration with the Director, will be responsible for assigning qualified individuals to conduct in-service training for staff.

2. Individuals conducting mandatory training, as specified by the Ohio Department of Youth Services, American Correctional Association, and the Montgomery County Juvenile Court shall possess instructor certification and/or have completed coursework qualifying them to present the material.

3. Non-mandatory and/or annual in-service training will be conducted by CAS staff and/or outside individuals who meet the following criteria:
   
   i. The individual possesses a level of knowledge and expertise within the training topic.
   ii. The individual has demonstrated the ability to successfully use the skill(s) within the working environment.

4. The Training Coordinator, in collaboration with the Director, will assign CAS staff and/or outside individuals to conduct in-service training.
I. **Policy:** It is the written policy, procedure, and practice of the Center for Adolescent Services to provide that library and reference services are available to compliment the staff training and development program.

II. **Definition**
1. Elevate- Web-based training site containing training curriculum, training and reference material(s). Access is provided to all facility staff upon hire. Access to Elevate is available at any Court computer.

III. **Procedure**
1. Training materials are available to all staff.

2. Training materials are accessible through Elevate.

3. The following materials can be referenced through Elevate:
   i. Facility policies and procedures;
   ii. Training courses;
   iii. Instructional training videos;
   iv. Printable training aides;
   v. Training exams;
   vi. Certificates of completed trainings

4. Training and reference materials are also available through the use of the Montgomery County Juvenile Court intranet, and through access to the internet through approved administrative staff.

5. The facility is equipped with training space to facilitate group trainings and in-services.
I. **Policy:** Written policy, procedure, and practice provide necessary space and equipment for the training and staff development program.

II. **Procedure:**

1. The following space shall be made available for staff training:
   
   a. Administration Training Room.
   b. Dining Room
   c. Gymnasium.

2. The following equipment shall be available for staff training:
   
   a. Data Services equipment, as provided by the Montgomery County Juvenile Court, with access to internet services.
   b. Audio Visual equipment, such as audio projectors, overhead projectors, and laptop computers.
   c. Marker Boards, attached and moveable, throughout the facility.
I. **Policy:** Written policy, procedure, and practice of the Center for Adolescent Services to encourage continuing staff development by providing administrative leave and/or reimbursement for attending approved educational programs, professional meetings, seminars, or similar work-related activities.

II. **Procedure:**

1. CAS staff development and training focus is founded on the principle of job enrichment and satisfaction in so far as such training is of benefit to the facility, as determined by the Director.

2. CAS employees may be required to attend job-related training courses, workshops, seminars and other programs. If such training is required, the training expenses shall be paid by the facility.

3. Tuition reimbursement is available to all staff that seeks to advance their job performance skills and education.

4. Professional leave may be requested when an employee has a desire to attend a program, institute, conference, seminar and workshop to further his/her skills and knowledge as it directly relates to a current position. Professional leave may also be granted when staff are recruited to serve on committees of a professional or civic nature. Administrative leave is subject to Director and Court Administrator’s approval.
Montgomery County Juvenile Court
Center for Adolescent Services

Chapter: Training and Staff Development
Subject: Administrative Staff Training
Policy: 1D-09
Pages: 1 of 1
Standards(s): ACA 3-JCRF-1D-09
Revised: August 2000
Reviewed: October 2014, December 2015, April 2016
Authorized by: Mike Garrett, Director

I. Policy: Written policy, procedure, and practice provide that all administrative, managerial, and professional staff receive forty (40) hours of training in addition to orientation training during their first year of employment and forty (40) hours of training each year thereafter, in areas relevant to their position.

II. Definitions
1. Elevate- Website containing training curriculum and reference material(s). Access is provided to all facility staff upon hire. Access to Elevate is available at any Court computer.

III. Procedure

1. The Training Coordinator, in collaboration with the Director, will coordinate training in basic knowledge and practices relative to administrative, managerial and professional positions. This training will include, but is not limited to the following, in areas relevant to their position:
   a. Management Team Meetings;
   b. American Correctional Association, Ohio Department of Youth Services, and Montgomery County Juvenile Court policy and procedure training;
   c. Training provided by the Montgomery County Learning and Performance Department.
   d. Outside Training Resources; and,
   e. Elevate Training Curriculum and Individual Courses

2. The Training Coordinator or designated staff member will maintain staff members’ training file(s).
I. **Policy:** Written policy, procedure, and practice provide that all new juvenile care workers receive one hundred-twenty (120) hours of training during their first year of employment. At a minimum, this training covers the following areas:

1. Security and safety procedure;
2. Emergency and fire procedures;
3. Supervision of offenders;
4. Suicide intervention/prevention;
5. Use of force;
6. Offender rights;
7. Key Control;
8. Interpersonal relations;
9. Communication skill;
10. Standards of conduct;
11. Cultural Awareness;
12. Sexual abuse/assault intervention; and,
13. Code of Ethics

Additional topics may be added at the discretion of the agency or facility.

II. **Definition**

1. **Elevate** - Website containing training curriculum and reference material(s). Access is provided to all facility staff upon hire. Access to Elevate is available at any Court computer.

2. **Orientation Training Checklist** - Checklist outlining training(s) for new employees.

III. **Procedure:**

1. **Training: Elevate**
   a. Upon hire, the Training Coordinator or designee will enroll employee within the following Elevate Training Curriculums:
      i. Welcome to Elevate:
      ii. Annual Training
   b. Employees are able to access Elevate from any Court site, from any Court computer.
   c. The Elevate Annual Training Curriculum includes but is not limited to the following training topics:
      i. Security and safety procedure;
      ii. Emergency and fire procedures;
      iii. Supervision of offenders;
      iv. Suicide intervention/prevention;
v. Use of force;
v. Offender rights;
vii. Key control;
viii. Cultural Awareness; and
ix. Sexual abuse/assault intervention

2. Training: Orientation Training Checklist
   a. The Orientation Training Checklist will be provided to all newly hired employees by
      his/her assigned Manager.
   b. Employee will sign and date their Orientation Training Checklist upon receipt.
   c. The Orientation Training Checklist includes but is not limited to the topics of
      reference:
         i. Security and safety procedure;
         ii. Emergency and fire procedures;
         iii. Supervision of offenders;
         iv. Suicide intervention/prevention;
         v. Use of force;
         vi. Offender rights;
         vii. Key control;
         viii. Interpersonal relations;
         ix. Communication skill;
         x. Standards of conduct;
         xi. Cultural Awareness;
         xii. Sexual abuse/assault intervention; and,
         xiii. Code of Ethics

3. Training Record:
   a. Electronic Record: Elevate
      i. Elevate will automatically log and maintain the following training curriculum
         information:
      ii. Successfully completed training(s).
      iii. The length of training time associated with each training course.
      iv. The total of completed training hours.
   b. Manual Record
      i. Employee training files will include but are not limited to the following items:
      ii. Copy of the Orientation Training Checklist
      iii. American Correction Association Policy Dissemination Form(s);
      iv. Specialized Training Certificate(s)
I. Policy: Written policy, procedure, and practice provide that all juvenile care workers receive at least forty (40) hours of annual training. This training will include at a minimum the following areas:

14. Standards of conduct /ethics
15. Security/safety/fire/medical/emergency procedures
16. Supervision of offenders including training on sexual abuse and assault
17. Use of force

Additional topics will be included based upon a need assessment of both staff and institution requirements.

II. Definition
1. Elevate - Website containing training curriculum and reference material(s). Access is provided to all facility staff upon hire. Access to Elevate is available at any Court computer.

2. Orientation Training Checklist - Checklist outlining training(s) for new employees.

III. Procedure:
1. Training: Elevate
   a. Upon hire, the Training Coordinator or designee will enroll employee within the following Elevate Training Curriculums:
      i. Welcome to Elevate:
      ii. Annual Training
   b. Employees are able to access Elevate from any Court site, from any Court computer.
   c. The Elevate Annual Training Curriculum includes but is not limited to the following training topics:
      i. Security/safety/fire/medical/emergency procedures
      ii. Supervision of offenders including training on sexual abuse and assault
      iii. Use of force

2. Training: Orientation Training Checklist
   a. The Orientation Training Checklist will be provided to all newly hired employees by his/her assigned Manager.
   b. Employee will sign and date their Orientation Training Checklist upon receipt.
   c. The Orientation Training Checklist includes but is not limited to the topics of reference:
      i. Standards of conduct /ethics
      ii. Security/safety/fire/medical/emergency procedures
iii. Supervision of offenders including training on sexual abuse and assault
iv. Use of force

3. **Training Record:**
   a. **Electronic Record: Elevate**
      i. Elevate will automatically log and maintain the following training curriculum information:
      ii. Successfully completed training(s).
      iii. The length of training time associated with each training course.
      iv. The total of completed training hours.

   b. **Manual Record**
      i. Employee training files will include but are not limited to the following items:
      ii. Copy of the Orientation Training Checklist
      iii. American Correction Association Policy Dissemination Form(s);
      iv. Specialized Training Certificate(s): and,
      v. Dissemination of Policy and Procedure Form(s)
I. Policy: Written policy, procedure, and practice of the Center for Adolescent Services to provide that all support employees who have regular or daily contact with juveniles receive 40 hours of training in addition to orientation training during their first year of employment and 40 hours of training each year thereafter.

II. Procedure

1. Food Service employees and other support personnel, whose duties and responsibilities require day-to-day contact with juveniles will receive basic training in the following areas:
   a. Basic rule and procedures for Resident Supervision and Security;
   b. Mandatory Safety and Security Trainings, such as Managing Youth Resistance; Adult CPR/First Aid; and Suicide Awareness and Prevention;
   c. Fire, Storm and Emergency Procedures;
   d. CAS Policies and Procedures; and,
   e. Specialized Training to their field of expertise.

2. The Training Coordinator, in collaboration with the Director, will be responsible for scheduling, documenting, and tracking of support staff training.
I. **Policy:** Written policy, procedure, and practice of the Center for Adolescent Services to provide that all clerical / support staff employees who have minimal or no contact with juveniles receive an additional 16 hours of training in addition to orientation during the first year of employment and 16 hours of training each year thereafter.

II. **Procedure**

1. Clerical staff employees and other support personnel, who have minimal contact with juveniles will receive basic training in the following areas:
   a. Policies;
   b. Organization;
   c. Structure;
   d. Programs;
   e. Regulations of the facility and parent agency;
   f. Task orientation relative to their particular job.

2. The Training Coordinator, in collaboration with the Director, will be responsible for scheduling, documenting, and tracking of clerical and other support staff training.
I. **Policy:** Written policy, procedure, and practice of the Center for Adolescent Services that all part-time staff, volunteers, and contract personnel receive formal orientation appropriate to their assignments and additional training as needed.

II. **Procedure**

1. Part-time staff, volunteers, and contract personnel will receive orientation on the following:
   a. Basic rules of the facility.
   b. Safety and Security practices.
   c. Fire, Storm and Emergency procedures.
   d. Operational procedures pertinent to their responsibilities.
Montgomery County Juvenile Court  
Center for Adolescent Services  

Chapter: Training and Staff Development  
Subject: Summary of Staff Training Categories, Requirements and Hours  
Policy: 1D-14  
Pages: 1 of 1  
Standards: ACA 3-JCRF-1D-14  
Issue Date: 12/2001  
Reviewed: October 2014, December 2015, April 2016  
Authorized by: Mike Garrett, Director

I. Definitions
   A. Orientation: Orientation consists of enrollment within Elevate and completion of the Orientation Training Checklist specific to position. Orientation procedures are in accordance with ACA Standard 1D-03.

   B. Web-Based Training: Website containing training curriculum and reference material(s). Access is provided to all facility staff upon hire. Access to Elevate is available at any Court computer.

<table>
<thead>
<tr>
<th>Position Category</th>
<th>ACA Position Titles</th>
<th>Facility Position Titles</th>
<th>Basic Orientation</th>
<th>Minimum Training Hrs: First Year of Employment</th>
<th>Minimum Training Hrs: Each Year Thereafter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clerical / Support (Minimum contact)</td>
<td>Secretaries, Clerks, Typists, Computer / Warehouse Personnel, Accountants, and Personnel Staff.</td>
<td>Administrative Secretary</td>
<td>Yes</td>
<td>16 hours</td>
<td>16 hours</td>
</tr>
<tr>
<td>Support (Regular or Daily Contact)</td>
<td>Food Service, Industry Work Supervisors, and Maintenance Work Supervisors</td>
<td>Food Service Manager, Cook, Facility Support, and Court Service Officer</td>
<td>Yes</td>
<td>40 hours</td>
<td>40 hours</td>
</tr>
<tr>
<td>Professional Specialist</td>
<td>Case Managers, Counselors, Social Workers, Psychologists, Teachers, Librarians, Medical Personnel, Chaplains, and Recreation Specialist.</td>
<td>Quality Assurance Officer, Family Specialist Supervisor, Family Specialist, Treatment Specialist, Clinical Intake Coordinator, Academic Teacher, Lead Teacher, Recreation Specialist, Registered Nurse, LPN, and EMT-B.</td>
<td>Yes</td>
<td>40 hours</td>
<td>40 hours</td>
</tr>
<tr>
<td>All Offender Supervision Staff</td>
<td>All staff assigned to child care and supervision duties</td>
<td>Unit Counselor, Control Desk Clerk, Team Leader, and Unit Supervisor</td>
<td>Yes</td>
<td>120 hours</td>
<td>40 hours</td>
</tr>
<tr>
<td>Administrative Management Personnel</td>
<td>Superintendents, Deputy or Assistant Superintendents, Business Managers, Personnel Directors, Care Supervisors, and Shift Supervisors.</td>
<td>Director, Program Manager, Coordinator of Unit Operations, and Business Manager</td>
<td>Yes</td>
<td>40 hours</td>
<td>40 hours</td>
</tr>
</tbody>
</table>