

<b>San Diego County Probation Department Institutional Services Policies</b>	<b><u>SUBJECT:</u> Staff Training and Development</b>  <b><u>SECTION:</u> 3</b>  <b><u>AUTHORITY:</u> Sections 171-185, and 1322-1324, Title 15; Penal Code Sections 832 and 6035</b>
--	---

## Staff Training and Development

### 3.1 Purpose and Scope

This section addresses the training requirements, standards, and programs that are mandated by Institutional Services (IS) and the State of California, for all officers who are assigned to IS.

Section	Subject	Page
3.1	Purpose and Scope	1
3.2	Policy	2
3.3	Programs	2
3.4	Youth Supervision Staff Training	3
3.5	In-Service Training (New Hires)	4
3.6	Orientation and Security Training for Non-Sworn Staff	5
3.7	Standards and Training for Corrections (STC) CORE Training	5
3.8	Annual Training Requirements	6
3.9	Training Attendance and Employee Conduct	9

## 3.2 Policy

It is the policy of this department to administer a training program that will provide for the professional growth and continued development of its personnel. Through training and performance evaluations, the Department will ensure its personnel possess the knowledge and skills necessary to provide a professional level of service that meets the needs of the community. (Refer to Probation Department Operations Manual, Section 203.)

## 3.3 Programs

Training programs specified by the Board of State and Community Corrections (BSCC) of the State of California are required for all officers performing supervision of youth at San Diego County Juvenile Detention Facilities (SDCJDF). Training programs currently in effect to meet these mandates include:

- (a) Orientation and Operations Training (required by Sections 1322 and 1324(d), Title 15);
- (b) In Service Training (required by Probation Department Operations Manual, Section 203);
- (c) Standards and Training for Corrections (STC) - CORE Training (required by Section 176, Title 15; and Penal Code Section 6035), and
- (d) Annual STC Training (required by Section 184, Title 15; and Penal Code Section 6035).

### 3.3.1 ADDITIONAL TRAINING OPPORTUNITIES

In addition to the aforementioned, the Department seeks to provide ongoing training and encourages all personnel to participate in advanced training and formal education on a continual basis. Training is provided within the confines of funding, requirements of a given assignment, staffing levels, and legal mandates. This training is STC approved and can be used to help satisfy the annual training requirements outlined in Section 3.8 below. These classes are designed to broaden the knowledge base of the officers and enhance their effectiveness within the Department. For a complete list, see the table in Section 3.8.1.1. Additionally, staff will be enrolled in other mandated and elective trainings as appropriate throughout the year.

### 3.3.2 PC 832 TRAINING

In accordance with Penal Code Section 830 et seq., and Title 15, Section 1322(c); prior to exercising the powers of a peace officer, all IS officers must also complete a course of instruction in the Peace Officers Powers of Arrest (PC832) (see Section 3.7.2 below).

### 3.4 Youth Supervision Staff Training

In accordance with Section 1322, Title 15, California Code of Regulations Minimum Standards for Juvenile Facilities; prior to assuming any responsibilities each youth supervision staff member shall be properly oriented to their duties, including:

- (1) Youth supervision duties
- (2) The scope of decisions they must make
- (3) The identity of their supervisor;
- (4) The identity of persons who are responsible to them
- (5) Persons to contact for decisions that are beyond their responsibility
- (6) Ethical responsibilities.

#### 3.4.1 TRAINING STANDARDS

Assignment to Institutional Services (IS) requires participation and successful completion of all mandatory training programs. Therefore, all officers are expected to attend all scheduled training classes and give appropriate consideration to the material presented. Any officer, who fails to meet this requirement, may be subject to discipline up to and including termination of employment. See additional requirements and employee expectations in Section 3.5 below.

#### 3.4.2 REQUIRED ORIENTATION TRAINING

Section 1322 of Title 15, California Code of Regulations, Minimum Standards for Juvenile Facilities, requires that, “Prior to assuming responsibility for the supervision of youth, each child supervision staff shall receive at least 40 hours of facility specific orientation.” This requirement is satisfied by the Orientation and Operation Training Class for IS as outlined below.

#### 3.4.3 ORIENTATION AND OPERATIONS TRAINING CLASS FOR IS

The Orientation and Operations Training Class for IS is coordinated by the IS Training Officers, under the auspices of the San Diego County Probation Department. The IS Orientation and Operations Training Class provides basic instruction designed for the individual who has no prior experience working at a juvenile detention facility. The Orientation Class is an STC certified course (certified in accordance with Penal Code Section 6035), which meets all the requirements of Title 15.

This training shall be a minimum of 40 hours and includes, but is not limited to:

- Facility Orientation (physical layout of the facility);
- Individual and group supervision techniques;
- IS Policy and Procedures - Discipline and basic rights of youth;
- Basic health, sanitation and safety measures;
- Suicide prevention and response to suicide attempts;
- IS Policy and Procedures - Searches and Mechanical Restraints/Use of Force;
- Emergency procedures; including evacuation and CPR/FIRST AID;
- Basic Security, Defensive Tactics and “OC” Spray;
- Crisis intervention and mental health referrals to mental health services;
- Documentation, including reports; and
- Fire/life safety training
- Juvenile Probation and Camp Funding (JPCF) Counseling and Casework Services

#### 3.4.4 ASSIGNMENT TO TRAINING OFFICERS

After completion of the Orientation and Operations Training Class, IS officers will be assigned to a Training Officer for more in-depth training on the actual operation of a housing unit/cottage and child supervision techniques. The training shift leader or unit/cottage shift leader will sign off the Minimum Expectations Check-off sheets for new officers (see Section 3.5.3 below).

#### 3.4.5 FAILURE TO COMPLETE TRAINING

All new hires who fail to satisfactorily complete the IS Training Program shall be provided additional training under the guidance of the Unit/Cottage Supervisor to correct deficiencies in knowledge or work performance. For example: an officer who needs more “hands-on” training may be referred to an experienced officer for mentoring. An officer who does not meet proficiency standards in CORE Training (see Section 3.7 below) may be required to repeat a segment of that training; or an officer whose Incident Reports are incomplete or fail to accurately describe incidents may be required to take extra classes to become proficient.

However, even with such additional training, poor work performance of that fact, may provide grounds for a failure on probation.

#### 3.4.6 RESPONSIBILITY

It is the responsibility of the Division Chief or designee to ensure that all IS officers receive all required training. The Division Chief may add to the training requirements of the BSCC in order to meet changing conditions and local needs.

### **3.5 In-Service Training (New Hires)**

New officers will be assigned to a primary unit/cottage Supervisor who is responsible for seeing that on-the-job training is provided during their probationary period (the first year of employment). The unit/cottage Supervisor shall be responsible for supervising the new officer throughout their Probationary period. They shall evaluate their progress, their need for on-going training and their timely progression through the varied tasks they must learn to perform.

#### 3.5.1 TRAINING BY THE SHIFT LEADER

The day-to-day training of a new officer is the responsibility of the assigned Shift Leader. Under the guidance of the Shift Leader, the new officer receives instruction as to the duties, responsibilities and expectations attached to their job classifications (also see “Minimum Expectations” paragraph below). The Shift Leader shall assign work tasks for the officer and shall evaluate the new officer’s ability to perform these tasks.

#### 3.5.2 POLICY AND PROCEDURES MANUAL

Officers are expected to read the IS Policy and Procedures Manual. This manual is available on the Institutional Services SharePoint site. This Manual is required to be read and signed off within six months of the date hired. The unit/cottage Supervisor will sign off sections of the Facility’s Policies and Procedures Manual as the officer completes that section of the training.

#### 3.5.3 MINIMUM EXPECTATIONS/SIGN OFF SHEET

All new hires will be given copies of handouts/sign-off-sheets that outline the minimum expectations for their performance. These sign-off-sheets will describe the essential job functions and the proficiency level expected of the new officer at periodic intervals throughout the probationary period (e.g. three months, five months, and eight months after the date hired.)

### 3.5.4 EVALUATION

The unit/cottage Supervisor is responsible for evaluating the officer's performance throughout their probationary period. This is done by direct observation, review of Incident Reports to evaluate writing skills, and in-put of senior unit/cottage officers involved in on-the-job training. The officer's performance is discussed at regular intervals and commendations or recommendations for additional training or improvement are addressed. Documentation of progress is recorded in the employee's site file at least once per month and on the Minimum Expectations for 3, 5 and 8 Month check-off sheets for probationary employees (see "Minimum Expectations" paragraph below.)

### 3.5.5 COMPLETION OF TRAINING

Upon completion of both the IS Policy and Procedures Manual and the sign off of the Minimum Expectations for 3, 5, and 8 Months check-off sheets, the signed documents will be forwarded to the staff member's Supervisor and subsequently placed in the staff member's worksite personnel file. Officers who do not complete the Minimum Expectations training requirements on time may be required to undergo additional training. Anyone who does not complete all required elements of the training by the end of their one-year probationary period may be subject to a recommendation for Failure of Probation. See Probation Department Operations Manual, Section 903 for more detailed information.

## **3.6 Orientation and Security Training for Non-Sworn Staff**

Initial orientation is also provided for non-sworn staff members assigned to IS. This includes support staff, contract employees, school and medical staff, and program providers and volunteers (see Manual Section 2.2.8.9 for more information about Support Staff.)

The Facility Division Chief shall be responsible for ensuring that all non-sworn staff who work inside the facility are trained in IS basic security and emergency procedures, before they are allowed to work on their own without the presence of another fully trained staff member.

## **3.7 Standards and Training for Corrections (STC) Core Training**

### 3.7.1 REQUIRED CORE TRAINING

New hires and veteran staff who have transferred from other services or have been promoted to supervisory or administrative positions, are required by the BSCC and Penal Code Section 6035 to complete a program of instruction administered and certified by the Standards and Training for Corrections (STC) Program. For officers assigned to Institutional Services (IS), STC instruction (referred to as Core Training) is mandated for line staff (CDPOI, CDPOII, SrPO), Supervisors and Division Chiefs. The specific programs mandated for each job title are described below.

### 3.7.2 MINIMUM TRAINING OBJECTIVES

Juvenile Corrections Officer Basic CORE Course: STC regulations (and Section 176, Title 15), and Penal Code Section 6035, require that all Juvenile Corrections Officers (CDPO I through Division Chief) successfully complete the requirements of the Juvenile Corrections Officer CORE Course within the first year of their assignment to IS, and prior to assuming primary responsibility for supervision of minors. Additionally, Penal Code section 832 requires an additional 40 hours of POST Training. Completion of this CORE Training requires that each officer successfully complete the course objectives by demonstrating a satisfactory level of proficiency on relevant achievement tests. Failure to do so may provide grounds for a failure on probation and could result in termination from the position. (Title 15, Section 1322(b))

### 3.7.2.1 TRAINING CREDIT

Training credit is given for all officers who possess current certification in cardiopulmonary resuscitation (CPR), First Aid and for valid P.O.S.T. certification.

### 3.7.3 SUPERVISOR CORE TRAINING

STC regulations (and Section 181, Title 15) require each IS Supervisor to complete the Supervisor CORE Course within their first year of employment as a supervisor. Under current STC standards, the Supervisor's CORE Course consists of a minimum of 80 hours of instruction.

### 3.7.4 REQUIRED MANAGEMENT TRAINING

STC regulations (and Section 182, Title 15) require all Division Chiefs to complete the Manager/Administrator CORE Course with a minimum of 80 hours of instruction in general management and administration subjects. This course must be completed within their first year of assignment as a Division Chief.

## 3.8 Annual Training Requirements

### 3.8.1 LINE STAFF/SPO TRAINING ANNUAL REQUIREMENTS

In accordance with Section 184, Title 15; all Institutional Services (IS) line staff (i.e., CDPO I through Senior PO), who have completed the Juvenile Corrections Officer Basic CORE Course, are required to complete 24 hours of STC certified additional training on an annual basis. Supervisors are required to complete 40 hours of STC certified training annually. This training consists of refresher courses and specialized classes designed to develop or enhance job-related skills. Course selection includes mandatory and elective courses.

#### 3.8.1.1 MANDATORY CLASSES

Courses that require mandatory enrollment and attendance for IS line staff include the following:

	<b>Class</b>	<b>Time Period</b>
(a)	Medical Issues in Jail	Every 2 years
(b)	CPR	Every 2 years
(c)	First Aid	Every 2 years
(d)	Suicide Prevention	One time only
(e)	Legal Liabilities	Every 2 years
(f)	Sexual Harassment	Every 2 years
(g)	Professional Ethics	Every 2 years
(h)	OC/Spray Training	Once when assigned to IS
(i)	Defensive Tactics 1A and B	Annually
(j)	Recreation Skills	Once when assigned to IS
(k)	Shift Leader Responsibilities	One time only (CDPOII and SrPO)
(l)	Quality Customer Service	One time only
(m)	Encourage Diversity Encourage Respect (EDER)	One time only
(n)	CORI/CLETS	Every 2 years – Read and Sign
(o)	Character Counts	One time only
(p)	Safe Crisis Management	Every 2 years
(q)	Integrated Behavioral Intervention Strategies (IBIS)	One time only with monthly skill building updates
(r)	IBIS Coaches Training (SrPOs and CDPOIIs only)	One time only

### 3.8.1.2 COURSE DESCRIPTIONS

#### **MEDICAL ISSUES IN JAILS**

This course informs the custodial officer of health care issues which are commonly seen in the correctional environment. Instructors discuss liability concerns as well as preventative measures.

#### **CPR**

This course is certified under the standards of the American Heart Association and will instruct the student in early recognition and response to life threatening emergencies. The participant will gain the skills and confidence needed to respond appropriately to cardio-pulmonary emergencies, including defibrillator training. Sworn staff must maintain a current CPR card at all times.

#### **SUICIDE PREVENTION**

This course informs staff of the warning signs and symptoms, identification and management of suicidal youth, and components of the facility's formal suicide prevention policy.

#### **FIRST AID**

This course is certified under the standards of the American Heart Association and will instruct the student in early recognition and response to life threatening emergencies. The participant will gain the skills and confidence needed to respond appropriately to first aid emergencies. Sworn staff are required to take this course must maintain a current FIRST AID card at all times.

#### **LEGAL LIABILITIES FOR INSTITUTIONS**

This course provides a comprehensive understanding of the potential liabilities that face staff assigned to juvenile institutions.

#### **SEXUAL HARASSMENT PREVENTION**

This class is intended to increase the understanding of behaviors that may constitute sexual harassment and where it occurs in certain work environments. In addition, this course will discuss what actions supervisors can take to deal with them. Emphasis will be placed on prevention.

#### **ETHICS/CODE OF CONDUCT**

This course will present the definition of Ethics, including the Probation Department Code of Ethics, standards of conduct, non-criminal, but unethical acts, unethical and possible criminal acts, and the pitfalls of co-workers committing criminal acts.

#### **OLEORESIN CAPSICUM (Pepper Spray)**

This class is mandatory before an officer can carry pepper spray. Topics include chemistry, how dispersed, effects, use of force, tactics, liability, decontamination, policies and procedures. Staff is exposed to pepper spray-utilizing application via a cotton swab. All POST mandated performance objectives will be addressed.

#### **DEFENSIVE TACTICS 1A/B**

These classes are intended train students to defend themselves and youth in an institutional setting.

#### **RECREATION SKILLS**

Module will train staff in implementation of recreation in adherence to state mandates; appropriate group supervision in outdoor and indoor setting; emphasize a program that promotes sportsmanship and good moral character; taking under consideration a wide range of maturity levels.

**SHIFT LEADER TRAINING**

This 16-hour course is designed to enhance your skills as a leader. The course emphasizes the role(s) of the shift leader in the effective management of the JI unit program. It is not intended nor will it replace what staff has or will learn through experience. The target audience is newly promoted/appointed shift leaders.

**QUALITY CUSTOMER SERVICE**

This workshop will identify customers, stakeholders and compliers who are affected by the services we provide in the Probation Department. Emphasis will be placed on understanding the need for high quality service and strategies for delivery of quality service will be explored.

**ENCOURAGE DIVERSITY ENCOURAGE RESPECT**

This class is the foundation of the County's diversity program. Students will be taught cultural awareness, leveraging diversity and how it can be a winning strategy for all San Diego County departments. This course is part of the new employee orientation.

**C.O.R.I. (CRIMINAL OFFENDER RECORDS INFORMATION)/CLETS**

This initial 4-hour training is mandated by the Department of Justice and is required for all staff who have access to information provided by the CLETS/NCIC systems. Note: Institutional Services staff who are currently on JI CORE status will receive this training in the JI CORE academy.

**CHARACTER COUNTS TRAINING FOR TRAINERS**

The course will train Juvenile Corrections staff to provide instruction to youth within a juvenile institution in "Character Counts." Included in the training is an overview of the "Six Pillars of Character", a concept of reasoning and ethical decision-making.

**SAFE CRISIS MANAGEMENT**

This class is intended to instruct students on how to de-escalate potentially hostile situations using therapeutic techniques as the least restrictive alternative.

**INTEGRATED BEHAVIORAL INTERVENTION STRATEGIES (IBIS)**

This course teaches motivational interviewing and cognitive behavioral skills to Officers as tools to support greater engagement and long term change to help reduce recidivism. The Course emphasizes the importance of a positive relationship with youth and ways to focus not only on the crime a person has committed or the terms they are ordered to follow, but instead on the most effective ways to support them to change their behavior. Research shows that if we apply the elements of this model with fidelity, we will do a better job of engaging offenders, holding them accountable and helping them make changes in their lives so that they can be productive law abiding citizens. The Probation Department also trains Sr. PO's and CDPO II's to be IBIS coaches in the IBIS Coaches Training class.

**3.8.1.3 ELECTIVE CLASSES**

Elective or optional classes covering a variety of subjects are developed by each Probation Service to supplement the mandated courses offered annually. Eligible line staff with additional hours to fulfill over and above the mandated training classes may elect to enroll in any class offered within the training catalogue, by any of the Probation Services, with the approval of their immediate Supervisor. Supervisors have the authority to add to or select an individual training plan (i.e., classes) for assigned staff, if they have reason to believe that additional instruction in a particular subject area would benefit or enhance the employee's job performance.

### 3.8.2 SUPERVISOR/ DIVISION CHIEF TRAINING

In accordance with Section 184, Title 15; Supervising Probation Officers and the Facility Division Chief are required to complete 40 hours of annual training per fiscal year. The Probation Department Staff Development Unit develops course availability and offerings yearly.

## **3.9 Training Attendance and Employee Conduct**

### 3.9.1 MANDATORY ATTENDANCE

- A. All employees assigned to attend training shall attend as scheduled unless previously excused by their immediate supervisor. Excused absences from mandatory training should be limited to the following:
1. Court appearances
  2. First choice vacation
  3. Sick leave
  4. Physical limitations preventing the employee's participation.
  5. Emergency situations
- B. When an employee is unable to attend mandatory training, that employee shall:
1. Notify his/her supervisor as soon as possible but no later than one hour prior to the start of training.
  2. Document his/her absence in a memorandum to his/her supervisor.
  3. Make arrangements through his/her supervisor and the Supervisor to attend the required training on an alternate date.

### 3.9.2 TRAINING ON WORK TIME

The time spent for the breaks and meal period shall not exceed the authorized time allowed. Any officer arriving late may be asked to return to their jobsite and then be rescheduled for a future course. Furthermore, officers are required to notify the class instructor if an emergency results in less than full attendance. Class participants will only receive credit for hours attended.

### 3.9.3 EMPLOYEE CONDUCT

Officers are required to act in a courteous, professional and responsible manner during the class presentation. Reading books, magazines and newspapers during lectures, engaging in conversation, horseplay or making inappropriate comments to the instructor or other members of the class is prohibited. Disruptive behavior may result in a class participant being instructed to leave the class and Supervisor notification. All participants are expected to observe the rules of the training site and the directions of the instructor. Additionally, cellular phones should be turned to the silent mode and not used for entertainment or other personal purposes during course instruction. Except for emergency calls, phone calls should be returned only during breaks.

#### 3.9.4 ATTIRE FOR TRAINING

Officers attending training shall wear “Business Casual Office Attire,” (ties not required) or institution uniforms depending on the location and type of training. Jeans and/or beanie caps may be worn only at specific training sessions such as DTAC and CPR/First Aid. No shorts are allowed during training events.

#### 3.9.5 SUPERVISOR INTERVENTION

Supervisory staff in attendance at training classes are expected to intervene when control problems occur in classes and the instructor is unable to resolve them. Examples of employee conduct problems include tardiness, lack of attentiveness, departing class prior to a designated break, or prior to the conclusion of class, or any other behavior that is disruptive or unprofessional.