


**MISSISSIPPI DEPARTMENT OF HUMAN SERVICES  
DIVISION OF YOUTH SERVICES  
JUVENILE INSTITUTIONS**

Subject: <b>Training Management</b>		Policy Number: <b>1</b>	
Number of Pages: <b>7</b>		Section: <b>IV</b>	
Attachments		Related Standards & References	
A. Pre-Service Training Categories/Topics		ACA 3-JTS-1D-02	ACA 3-JTS-1D-03
B. In-Service Training Categories/Topics		ACA 3-JTS-1D-04	ACA 3-JTS-1D-09
Effective Date: <b>April 27, 2006</b> Revised: September 04, 2008		Approved:  <b>Kathy Pittman, Director</b>	

**I. POLICY:**

It is the policy of the Mississippi Department of Human Services, Division of Youth Services (DYS) that appropriate training programs shall be provided to all staff to insure that they have the skills and knowledge required to fulfill the Division's mission and to effectively carry out its policies and practices. Training programs for all staff members shall be competency-based and implemented by a qualified trainer. Programs shall be planned to meet the needs of each staff member's respective job classification and shall be pertinent to their work with juveniles.

**II. DEFINITIONS**

As used in this policy and procedure, the following definitions apply:

- A. Training - Includes formal classroom instruction, on-the-job training under the direction of an instructor, training meetings or conferences which include a formal agenda and instruction by a teacher, supervisor or official, manual training, physical training, etc. Training programs will include requirements for completion, attendance recording and a system for recognizing completions and competency development.
- B. Training Curriculum - The lesson plans, handouts, and audio-visual aids used to conduct a training activity, class or program and test documents or demonstration methods used to assess skill mastery.
- C. Competency Based Training – Training that incorporates methods for assessing whether or not the trainee has mastered the skill, retained the knowledge, or met the lesson plan objectives. Assessments include testing, demonstration of skills, and/or performance measures with documented pass-fail standards or grading outcomes.
- D. Director of Training - The manager designated by the director of DHS to manage the training for the Division.
- E. Training Advisory Board – A designated group of DHS managers and outside representatives who are responsible for the oversight of training, including an annual

Subject	Policy #	Page
Training Management	IV.1	2 of 7

training needs assessment, the development and implementation of an annual training plan, and an annual evaluation of training effectiveness.

- F. Pre-Service Training – Training provided prior to beginning one’s work duties, or as soon as possible after starting one’s employment or work with the Division of Youth Services.
- G. In-Service Training - Training provided annually to employees to refresh the knowledge and skills taught during the pre-service training program and to enhance an individual’s knowledge and skills.

### III. PROCEDURE

- A. Training Management – Training with DYS will be planned, coordinated, and comprehensive. It will address the needs of all employees, contract staff, and volunteers.
  - 1. Training Advisory Board – A training advisory board will oversee the management and implementation of training within DYS. The board will consist of representatives from all levels of the organization. It will include, but not be limited to, individuals in the following positions: youth services regional supervisor, director of education, director of programs, training school administrator, campus supervisor, counselor, and a direct care worker. Three representatives from the community, such as a juvenile court judge, a manager of another MDHS Division, and/or a parent of a youth presently or previously incarcerated at a training school, will also serve on the training advisory board. The board will meet quarterly. The director of training will schedule and chair the meetings. The board will oversee the completion of an annual training needs assessment, the development of an annual training plan, the training and certification of trainers, the implementation of training programs, the maintenance of training files and records, and the evaluation of training.
  - 2. Director of Training – The director of training will be responsible for carrying out the Division’s training program. This will include the completion of an annual training needs assessment, the development of an annual training plan, the training and certification of trainers, the implementation of training programs, the maintenance of training files and records, and the evaluation of training.
  - 3. Training Needs Assessment – Prior to the development of the annual training calendar, an assessment of training needs will be conducted. The results of this needs assessment will be used to develop the annual training calendar.
  - 4. Annual Training Plan – The director of training is responsible for developing an annual staff training calendar which lists the pre-service and in-service classes which will be conducted during the upcoming year. This calendar will list the courses to be taught, a description of the course, which employee

Subject	Policy #	Page
Training Management	IV.1	3 of 7

classifications are eligible to attend the course, and the location of the course. The training calendar will be submitted to the training advisory board for review and the director of DYS for final approval.

5. Training Evaluation – Training will be evaluated at multiple levels. These will include the collection of participant feedback data at the end of all training programs, an assessment of knowledge or skill gain at the end of a training program, and the impact of training on the organization.

B. Training Programs – Training programs will be divided into two categories. Pre-service training will be provided at the beginning of an individual’s employment. In-service training is training that will be provided annually to refresh and/or develop an individual’s skills. The training subject areas or specific topics to be included in pre-service or in-service training are shown in Attachment IV.A. The training advisory board will determine the specific topics, number of hours, and module content to be included in both pre-service and in-service training.

1. Pre-service Training – The content of the pre-service training to be provided to given individuals will be defined by the training advisory committee.

- c. Direct Care Staff - Direct care staff (Category 1 staff) may be assigned in a post not requiring contact with youth until the pre-service training requirements have been completed. They must be under the constant line-of-sight supervision of a trained staff member.

- d. Others – Staff other than direct care staff (Categories 2 through 7) may be assigned work duties before attending their initial training. However, they must be under the constant line-of-sight supervision of a trained supervisor or staff member.

2. In-Service Training – The content of the in-service training to be provided to given individuals will be defined by the training advisory board. In-service training for a given year will include generic topics needed by all DYS employees. It will also include job specific training which addresses the specialized needs of each group of employees (for example, classes on medical topics for medical staff and food preparation classes for food service staff). In-service training may also include remedial training needed to correct skill deficits of a given group of employees.

C. Classification for Staff/Training

Requirements – Training will be provided based on the types of duties to which staff are assigned. For training purposes, staff will be classified in one of seven categories. The training requirements for each of the seven categories are shown in the box below.

<b>TRAINING REQUIREMENTS</b>		
<u>Category</u>	<u>Pre-service</u>	<u>In-service</u>
1	80	40
2	80	40
3	40	40
4	40	16
5	80	40
6	4	1
7	4	1

Subject	Policy #	Page
Training Management	IV.1	4 of 7

1. Direct Care Facility Staff – Staff who work at one of the training schools and have the primary responsibility for the supervision of youth, including the use of force. These will include Juvenile Care Worker Trainees, Juvenile Care Workers, Senior Juvenile Care Workers, and Juvenile Care Worker Supervisors.
  2. Community Counselors – Staff who work in the community supervising youth fall within this category. This includes any DYS staff that transport, supervise, and/or counsel youth under supervision.
  3. DYS Direct Contact Staff – This category includes DYS staff members (excluding direct care and community counselors) that have regular contact with youth under supervision. This includes food service and maintenance staff, treatment and medical staff, and clerical staff in offices or locations where interaction with youth is likely to occur.
  4. DYS Non-contact Staff – Staff who work for DYS, but who infrequently come in contact with youth under supervision, fall within this category (for example, a support or fiscal employee working in central office).
  5. DYS Administrative/Management Staff – Any DYS employee working in a position where they have supervisory or management responsibilities over people or programs falls within this category.
  6. Direct Contact Contract Staff – Individuals who work for organizations other than DYS but who provide programs and services within DYS facilities and offices fall within this category. This would include medical and treatment providers. This policy does not include individuals from other organizations who deal with youth in their own offices (for example, a medical specialist who sees a DYS youth in an outside medical office).
  7. Part-time/Volunteers – Individuals who work with and/or interact with youth while engaged in the delivery of DYS supported programs or services are included in this category. This includes religious and recreational volunteers. All part-time/volunteer workers must receive an Orientation (2-3 hours) prior to any interaction with youth.
- D. Curriculum/Training Materials – To assure high quality and provide documentation, training classes will use developed curriculum materials. While these documents will not be required for outside classes (conference presentations or video-conferences), classes taught within DYS will meet the requirement. These will include a lesson plan, participant handouts, and audio-visual aids.
1. Lesson Plan – A lesson plan details what will be presented during a given class; it lists the elements of knowledge that will be presented and describes the exercises that will be conducted during the class. For classes taught on a regular basis, this will be a narrative two-column lesson plan or a Power Point

Subject	Policy #	Page
Training Management	IV.1	5 of 7

Instructor's presentation notes. For one-time classes taught by a guest instructor, an outline of what will be presented will suffice.

2. Participant Handouts – Handouts provide the learner with information they can retain and reference later. They also provide a place to take notes and write down thoughts and ideas. For presentations that last more than a few minutes, presenters are expected to use handouts.
3. Audio-visual Aids – Visual aids enhance learning and increase retention. For presentations that last more than a few minutes, presenters are expected to use visual aids to illustrate key points and concepts. This may be overheads (for example, Power Point), posters, or pre-prepared flip charts.
4. Competency – Training curriculum and materials will include tools or strategies which measure mastery of the instructional material. This may include tests, demonstrations of skill mastery, or other instructional methodologies which provide objective information related to Level 2 of Kirkpatrick's Matrix of Training Evaluation.

E. Trainers – The Division will utilize trainers from a variety of sources and use a variety of instructional methodologies.

1. Self-contained Training Packages – The Division may purchase or develop curriculum packages that are self directed. These may include correspondence packages and computer-based training programs.
2. Field Training Officers – High performing line staff will be selected and trained to provide on-the-job training. These instructors will work with employees to develop and apply needed skills.
3. Instructors – Employees who teach training classes for the Division on a regular basis will be designated as Division instructors. To be a division instructor, an individual must complete a methods-of-instruction course, have expertise in the area to be instructed, and be certified in areas to be instructed if certification is required.
4. Outside Experts - Specialized training may be provided by subject matter experts such as court officials, colleges/university professors, consultants, public safety officers, fire marshals, nationally known speakers, and similar specialists.

F. Training Records/Reports – The director of training shall ensure that training records and the annual training curriculum are maintained on file. On a quarterly and annual basis, the director of training will provide managers within DYS with training updates.

1. Class Records – Records will be maintained for each class that has been taught. At a minimum, these records will include the subject taught,

Subject	Policy #	Page
Training Management	IV.1	6 of 7

instructor, number of hours of instruction, date of instruction, time of class, and location of class.

2. Training Records - A separate training record shall be established for each staff member and shall include: the staff member's name, job classification, date of hire, annual training hours required, and an up-to-date chronological list of training completed by the staff member.
  3. Trainer/Instructor Files – Individual files will be maintained for each trainer and/or instructor used by DYS. These files will include a resume or background information about an instructor's qualifications, training in instructional skills that the person has completed, certifications to teach certain topics, and a list of classes a person has taught for DYS. The file will include copies of key documents such as a certificate to teach a specific topic (for example, first aid).
  4. Training Reports – The director of training will produce and distribute reports on training that has been conducted. Quarterly reports will be provided to supervisors listing their employees, the training each has received during the previous quarter and the year to date, and whether or not the employee has met the annual training requirement. A quarterly report will be provided to the director of DYS summarizing the information provided in the reports to supervisors. A cumulative record will be maintained that will include all of the training an employee has completed. The expiration dates of licenses and/or required certificates will be tracked through a database to ensure refresher courses are completed before expiration dates.
  5. Training Curriculum – The Division will maintain copies of training curriculum and materials used to conduct classes. These records will include historical materials as well as current materials. (For example, if a lesson plan for restraints techniques is updated, a copy of both the old lesson plan and new lesson plan will be maintained.
- G. Training Specific to Policy and Procedure – While most training will correspond to the Division's policy and procedure, training on specific policies and procedures will be conducted during pre-service training and when policies change.
1. Pre-service training will include an orientation and overview of all the Division's policy and procedure to include where policy and procedure is located and how it is organized.
  2. Each policy and procedure contains a training section which lists any required training that must be provided to employees during pre-service training. The training director shall ensure that the training requirements are met.
  3. New or Modified Policy and Procedure – When a new policy is issued or an existing policy is changed, staff will be made aware of the new policy or change. This will be done through the most appropriate means of education

<b>Subject</b>	<b>Policy #</b>	<b>Page</b>
Training Management	IV.1	7 of 7

or training. This may include, but not be limited to, informing staff in meetings, the distribution of memorandums, posting notices on bulletin boards, and/or classroom training. The director of DYS will notify the training director when training is needed on new or modified policies and will specify the type of training that needs to be done. The training director will then implement the training/education.