

2015 Annual
Training Report



Transforming Lives
by Transforming the
Way We Do Business.



Department of
Youth Services

Mission

Improve Ohio's future by
habilitating youth and
empowering families and
communities.

Vision

A safer Ohio: one youth,
one family and one
community at a time.

Division

Ohio Department of
Youth Services Training
Academy

Division Mission

Develop and deliver
quality training to meet
the evolving needs of
staff and community
partners.

Dear Colleagues,

It is with pride that I present the 2015 Annual Training Report for the Ohio Department of Youth Services (ODYS). Training and staff development affect the quality of services provided in the field of corrections. Both are central to job performance and employee retention. In addition, litigation involving the performance of correctional staff often results in the scrutiny of the training provided to them. Hence, it is critical that our staff and our juvenile justice partners have access to a training academy that is innovative and responsive to the evolving needs of the juvenile corrections profession.

Since joining ODYS, I have been committed to enhancing the breadth and quality of services offered by the Academy. We have made progress updating our physical plant and improving operational processes in ways that produce efficiencies, reduce costs, and enhance the value of services. Highlights in the year 2015 include:

- Expanding course options approved for continuing education credit
- Modernizing training policies that govern Academy operations
- Renovating the meeting and training spaces at the Academy
- Reforming the pre-service curriculum for new hires
- Streamlining the records management process
- Strengthening relationships with community partners

Accredited by the American Correctional Association, we strive daily to provide excellent service and exceed the standards set forth. Thank you for being our partner in this important work.

Respectfully,



Ursel McElroy Drake

A photograph of a dirt path winding through a forest, overlaid with a semi-transparent teal color. The path leads from the foreground into the distance, flanked by tall trees. The text is centered on the path.

Transforming Lives
by Transforming the
Way We Do Business.

A close-up photograph of two hands clasped together in a supportive grip. The hands are positioned centrally, with fingers interlaced. The image is overlaid with a semi-transparent green filter. The background is softly blurred, showing vertical wooden slats and a textured fabric. The text "All People Can Change" is centered over the hands in a white, sans-serif font.

All People
Can Change

On June 1, 2015, Ursel McElroy Drake assumed the role of Training Director. Prior to June, Robyn Ricks served as Acting Training Director. During the transition in leadership, the Academy refined its mission and aligned its work with the agency's vision and core values. Establishing the Academy as a central educational hub for juvenile justice professionals statewide became a priority.

First, we began modernizing the agency's training policies to align with contemporary practices, standardize operations, and clarify staff roles and responsibilities. On August 10, 2015, the Training Advisory Council (TAC) met to review and recommend changes to the agency's training policies. The Academy also collaborated with the agency's Office of Quality Assurance and Improvement to create a "policy training development process". The new process anticipates the need to train staff timely on new policies and revisions, and integrates input from the Academy early in the process.

Second, we simplified processes. ODYS training officers and coordinators developed a singular process for managing course records and employee training files online. The process improves the maintenance and retention of training files for employees in central office, juvenile correctional facilities, and parole regions. Benefits include: (1) efficient record management; (2) quick access to training files; (3) reduction in paperwork; and (4) more time to coordinate quality trainings.

Third, we leveraged our resources by sharing services. ODYS partnered with the Ohio Department of Rehabilitation and Correction to conduct combined classes in the managerial and leadership training programs. The combined classes fostered interagency cooperation, saved taxpayer dollars, and capitalized on the expertise and strengths of both agencies.

Finally, we began renovations to the physical plant. A well-maintained Academy stimulates learning and reflects our high standards of correctional professionalism. Upgrades included carpet installation in the administration and multi-purpose room and the replacement of worn tables and chairs in the classrooms. Restroom upgrades begin in 2016. The Academy can accommodate groups ranging from 10 to 125 and is available to community partners for training events.

The National Child Traumatic Stress Network (NCTSN) reports that **93%** of juvenile offenders report at least one or more traumatic experiences, such as being a victim of or witness to violence.

In 2015, **993** staff members received a combined **5,618** hours of training in *“Think Trauma: A Training for Staff in Juvenile Justice Residential Settings”*.¹ The *“Think Trauma”* curriculum provides an overview for juvenile justice professionals on how to work towards creating a trauma-informed juvenile justice residential setting. According to NCTSN, “a trauma-informed setting is a process that requires not only knowledge acquisition and behavioral modification, but also cultural and organizational paradigm shifts, and ultimately policy and procedural change at every level of the facility.”

In a study jointly conducted by ODYS and the Ohio Department of Mental Health within the juvenile correctional facilities, the impact of the training has been dramatic. In some units, staff received training on trauma and behavior and the youth received a trauma-focused intervention. When compared with units without staff training on trauma, seclusion was used at a rate six times greater.

¹ Source: National Child Traumatic Stress Network Juvenile Justice Treatment Subcommittee, Principal Authors Dr. Monique Marrow and Dr. Joseph Benamati.

A person is sitting on a wooden bench, their head buried in their hands in a gesture of despair or exhaustion. The entire scene is overlaid with a semi-transparent blue filter. The person is positioned in the upper right quadrant of the frame. The bench is made of wooden planks and runs diagonally across the image. The background is a blurred outdoor setting.

Treat Everyone
the Way You Would
Like to be Treated



Every Life
Matters

Our staff is the most valuable resource at ODYS. Training that promotes ongoing staff safety and wellness is essential to workforce development. In 2015, **230** staff members received **1,840** hours of training in “*Desert Waters: Corrections Fatigue to Fulfilment*”.² A training initiative that began in 2014, we continue to offer the course to new staff and as a refresher for existing staff.

The “*Desert Waters*” curriculum specializes in the wellness of corrections agencies and corrections staff of all disciplines. The negative effects of routine exposure to stressors within a corrections environment can be significant for staff. Consequences can include impaired job performance, high sick leave use, professional misconduct, high turnover, physical illnesses, mental health conditions, and suicide.

The following are expected outcomes of implementing “*Desert Waters*”:

- Increased psychological preparedness; inoculation against traumatic stress and other high-stress events; professionalism; wellness-promoting activities; resilience; and health of the workplace culture
- Reduced risk of developing enduring signs of corrections fatigue or mental health conditions; absenteeism; staff turnover; risk of suicide; and agency litigation potential

² Source: Desert Waters Correctional Outreach, Founder Caterina Spinaris, PhD

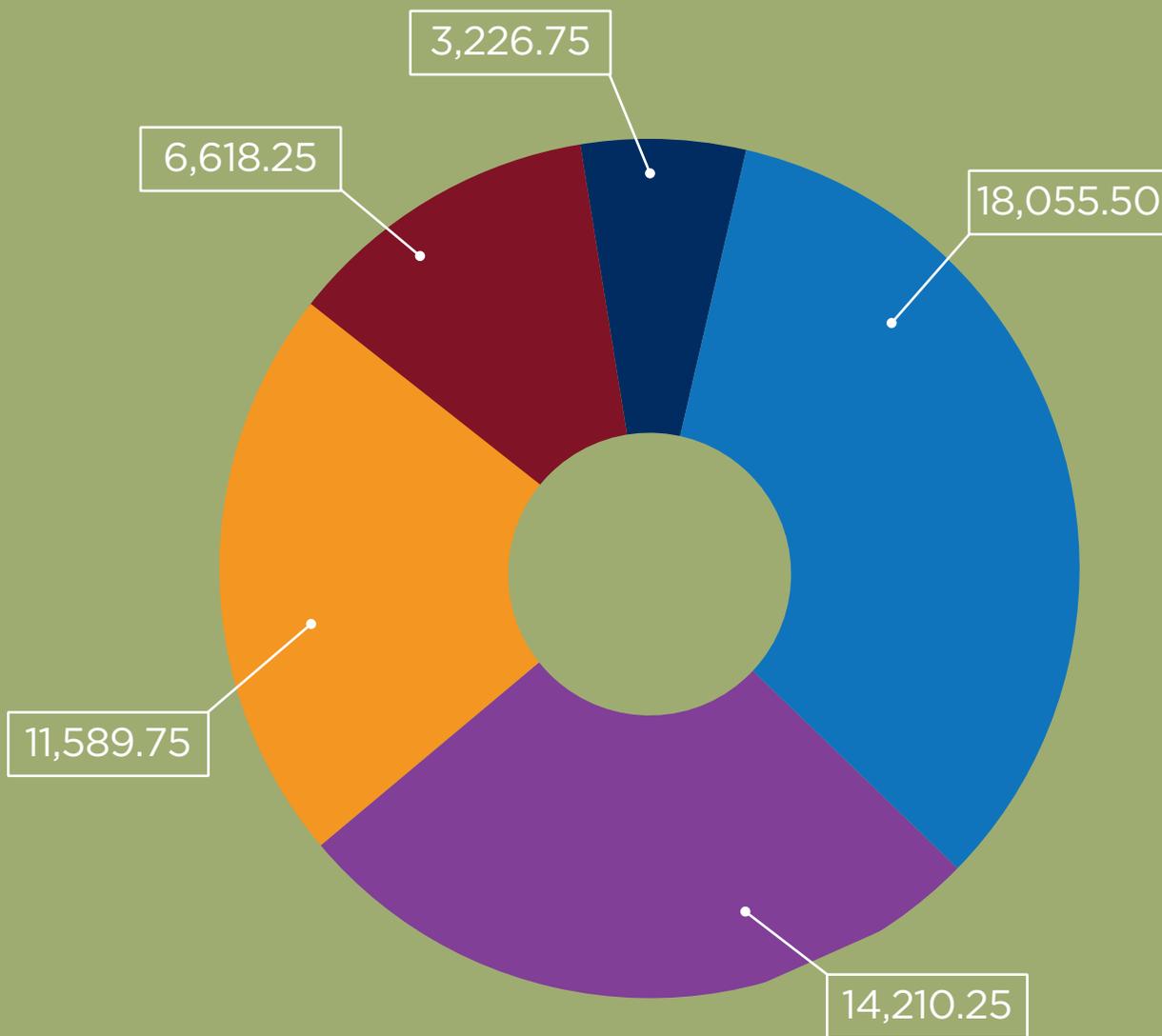
A silhouette of a person standing on a small mound, with their right arm raised in a fist. The background is a soft, hazy greenish-yellow gradient. The text is overlaid on the right side of the image.

We Strive to Provide
Youth Everything They
Need to Succeed

In 2015, ODYS provided **53,700** hours of training with **15,544** separate enrollments. This figure accounts for training provided at the Academy, central office, juvenile correctional facilities, and juvenile parole regions within Ohio.

| Site | Training Hours | # of Learners |
|---|----------------|---------------|
| Cuyahoga Juvenile Correctional Facility | 18055.5 | 4796 |
| Indian River Juvenile Correctional Facility | 14210.25 | 4838 |
| Circleville Juvenile Correctional Facility | 11589.75 | 3825 |
| Central Office | 6618.25 | 1266 |
| Akron Parole Region | 523.25 | 160 |
| Cleveland Parole Region | 664 | 150 |
| Columbus Parole Region | 431.5 | 117 |
| Dayton Parole Region | 840 | 230 |
| Toledo Parole Region | 768 | 162 |
| TOTAL | 53700.5 | 15544 |

2015 ODYS Training Hours



Enterprise Learning Management System

- CHJCF
- IRJCF
- CJCF
- Regions
- Central Office

The Academy's budget is based on a state fiscal year from July 1st – June 30th. The average annual operating budget for the Academy is **\$374,721**. This figure does not include personnel salaries.

- State Fiscal Year 2015: \$375,816
- State Fiscal Year 2016: \$373,626

Maintaining a competent workforce is essential to quality job performance. Employees new to DYS in 2015 participated in a rigorous **6-week** pre-service program to prepare them for the job. The first week was orientation at their work site, followed by three weeks of basic training at the Academy, and concluding with two weeks of on the job training (OJT).

Collaborating with internal and external subject matter experts, a major initiative was accomplished to modernize the pre-service training program. The revised program includes direct and interactive instruction during basic training at the Academy on security, use of force, and other contemporary juvenile justice topics. A new OJT curriculum was developed for custody positions with low retention rates: social workers and youth specialists.

Through improved integration of training and human resources processes, new employees can successfully assimilate into their positions within a shorter time. The pre-service training program is offered **6** times annually with an average class size of **30**. In 2015, **143** new employees attended the Academy's basic training program averaging **121.2** hours per student, for a combined **17,332** hours.



DYS

**We Want the Best
for Youth,** and We
Believe in Families



We Believe in Being
Good Role Models

The Academy instructors are experienced in corrections and well-trained in Instructional Skills. They provide training and technical assistance to professionals across the juvenile justice system, including community corrections facilities, detention centers, and juvenile courts.

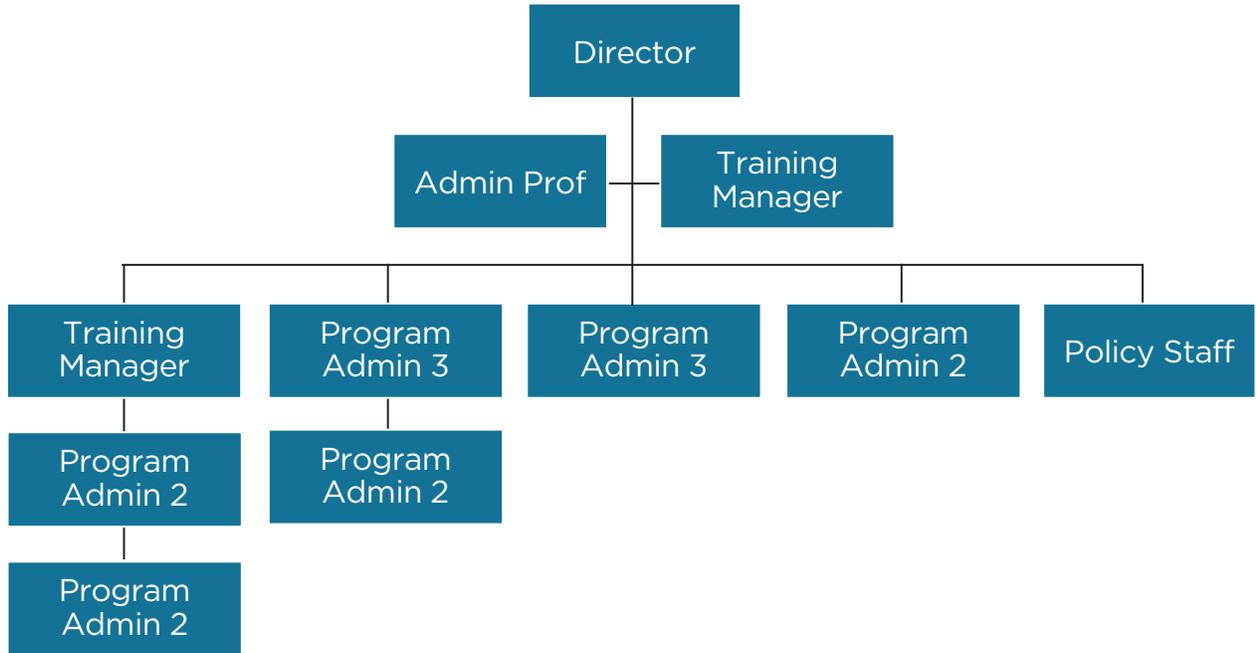
In 2015, **3,122** training hours were provided to **300** ODYS employees in Instructor Development Courses. Students sought initial certification or returned for recertification, primarily in physical skills courses. They included: CPR/AED/Basic First Aid; Emergency Response Training; and Managing Youth Resistance.

Professional development opportunities were expanded by offering continuing education credits for a growing number of courses offered during pre-service and in-service training. By attending ODYS courses, many staff can earn credit to help maintain their respective professional certification and/or license. In addition, the Academy researched local and national training opportunities for the agency and coordinated staff attendance.

377 training courses were hosted at the Academy, with **5,829** separate enrollments.

Current Table of Organization

Present State



Training Advisory Council Membership

The Training Advisory Council (TAC) shall serve in an advisory capacity and as a resource for the Academy. The TAC meets to provide input into the training needs and development of DYS staff. The TAC includes, but is not limited to:

- Training Academy Director
- Training Academy Program Manager
- Training Academy Managers
- A representative from the Division of Facility Programs and Operations
- A representative from Management Information Systems
- A representative from the Division of Parole and Community Services
- A representative from the Division of Human Resources
- A representative from the Division of Legal Services
- A representative from the Division of the Office of Chief Inspector
- A Superintendent
- A Regional Administrator
- A Deputy Direct, In-Direct and Program
- A Social Work Supervisor
- An institutional Training Officer
- A Regional Training Coordinator
- A union representative from OCSEA, 1199, and OEA
- External consultants or training partners as deemed appropriate

“A correctional training academy is more than a training program. An academy designs, coordinates, presents, and oversees the entire training component. It has correctional research capabilities providing important information and statistics to assist us in decision making and future planning. An academy has the capability to provide the organization it supports with technical assistance on correctional topics.”

-American Correctional Association

Acknowledgements

A special thank you to the Academy Staff and Regional Training Officers and Coordinators for sharing their expertise and enthusiasm for training daily.



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