



OREGON YOUTH AUTHORITY



Policy Statement

Part I – Administrative Services

Subject:

Agency Training Program

Section – Policy Number:

D: Personnel Management – 3.8

Supersedes:

I-D-3.8 (07/14)

I-D-3.8 (09/09)

I-D-3.8 (09/02)

I-D-2.11 (06/99)

Effective Date:

06/30/2021

Date of Last

Review:

06/30/2023

Related Standards and References:

- American Correctional Association, *Standards for Administration of Correctional Agencies*; 2-CO-1D-01 (Program Coordination and Supervision); 2-CO-1D-04 (Training Resources)
- American Correctional Association, *Standards for Juvenile Correctional Facilities*; 4-JCF-6E-01 (Staff Development); 4-JCF-6E-02 (Training Plan); 4-JCF-6E-03 (Training Advisory Committee)
- [DAS policy 50.045.01](#) (Employee Development and Implementation of Oregon Benchmarks for Workforce Development)
- OYA policy: [I-D-3.9](#) (Staff Training and Development)

Related Procedures:

- [TA I-D-3.8 Curriculum Development Workgroups](#)

Policy Owner:

Training Academy Director

Approved:

Joseph O'Leary, Director

I. PURPOSE:

This policy describes OYA's training program and the roles of the Training Advisory Committee, Curriculum Development Workgroup, and the Training Academy.

II. POLICY DEFINITIONS:

Curriculum development workgroup: A group of staff representing a cross-section of the agency convened to detail course descriptions, learning outcomes, and evaluation methods for specific training topics or needs. Membership varies according to topic and need and must include decision-makers, content experts, and representatives of marginalized communities.

Training Advisory Committee (TAC): An agency committee that assesses agency training needs and aligns training strategies to most effectively support and implement agency (and juvenile justice) business initiatives. Membership

must include the Training Academy director and representative decision-makers from all OYA departments, professional trainers, and OYA training end users.

III. POLICY:

OYA has identified diversity, equity and inclusion as an agency priority and initiative, with a goal to build a respectful, diverse, equitable and inclusive environment for youth and staff that is free from harassment, discrimination and bias. While OYA is only one part of a system that has disproportionately impacted youth of color and LGBTQ youth, we play a critical role in addressing the historical and systemic inequities it perpetuates. It is critical that our agency training program educates staff on the historically racist foundation of the juvenile justice system, its impact on marginalized groups, and the connection to current issues within juvenile justice. It is also imperative that staff be educated on bias, develop a self-awareness of their own biases and how to prevent bias from impacting decision points within their spheres of influence.

OYA recognizes its staff as its greatest resource. Investing in staff development and enhancing staff competencies are two of the agency's highest priorities. OYA has a planned training program that coordinates training requests, curriculum design, and content development; tests delivery of material; facilitates approval of new training; and evaluates training outcomes.

IV. GENERAL STANDARDS:

A. Training program

OYA's training program is designed to assess current and forecast future workforce development skills and competencies; and develop, implement, and monitor training within the agency. This program:

1. Identifies and plans for OYA training essential to all staff;
2. Addresses specialized needs and skills;
3. Supports workforce development relative to implementation of new agency initiatives;
4. Assures that training is current, timely, and proactively managed over time; and
5. Maintains the agency's curriculum catalog of training events and learning initiatives.

B. Agency responsibilities

The training program includes agency staff and stakeholder participation to ensure the curriculum and implementation plans reflect the OYA mission, values, and training goals.

1. Training Advisory Committee (TAC)

- a) Reviews agency initiatives and training needs;
- b) Ensures business initiatives that require training have clearly defined outcomes (with measures of effectiveness);
- c) Reviews and recommends training plans to executive team;
- d) Approves timelines for agency training plan;
- e) Reviews and approves methodologies for training;
- f) Reviews and approves criteria for prioritizing training initiatives and exceptions to training initiatives;
- g) Reviews training requests for consistency with approved financial program plans and policies;
- h) Provides capacity for and aid in the overall planning and evaluation of training programs;
- i) Proposes new or revised training policies and procedures;
- j) Supports and markets new and innovative training methodologies that increase effectiveness, efficiency and success of agency initiatives; and
- k) Keeps agency managers informed of significant training trends and issues.

2. Curriculum development workgroups

- a) Work collaboratively with the Training Academy when designing training;
- b) Develop continuous quality improvement and communication plans to ensure successful implementation of approved recommendations; and
- c) Consider key areas when designing training:
 - (1) Course description;
 - (2) Learning outcomes;
 - (3) Method of delivery;
 - (4) Potential impact to marginalized groups; and
 - (5) Proposed measures of effectiveness.

3. Training Academy

- a) Consults with agency managers to develop the biennial agency training plan and presents the plan to the TAC;

- b) Reviews curriculum development workgroups' work products and prepares recommendations for presentation to the TAC;
- c) Works collaboratively with curriculum development workgroups, subject matter experts, and training owners to define curriculum goals, content, and training delivery concepts;
- d) Develops procedures to facilitate the operation of the Training Academy and delivery of training by non-Academy personnel;
- e) Develops, coordinates, and provides training to accomplish the agency workforce development and training plan;
- f) Creates and publishes the OYA training calendar; and
- g) Coordinates staff training documentation. (See related policy I-D-3.9 Staff Training.)

C. Agency training plan

- 1. The Training Academy director must ensure the agency's training plan is developed biennially and includes annual goals.
- 2. The plan must be developed using data from needs assessments, current training mandates, desired workforce competencies, and Curriculum Development Workgroup involvement.
- 3. The training plan must be approved by the TAC and reviewed annually.

V. LOCAL OPERATING PROTOCOL REQUIRED: NO

VI. GENERAL PROCEDURE REQUIRED: YES

An agencywide procedure must delineate how curriculum development workgroups -

- A. Are convened to ensure membership is diverse and inclusive;
- B. Have a clear purpose; and
- C. Have a clear work product goal.