



ANNUAL REPORT

Training & Organizational Development

| 2019



DEFINING PRINCIPLE

SUSTAINABILITY

FROM THE DIRECTOR OF TRAINING & ORGANZATIONAL DEVELOPMENT



Developing new skills in a changing workplace, learning new role-specific procedures, attaining proficiency with technology, developing an understanding of leadership and management styles, learning conflict resolution - all of these things are not only critical to the success of our agency they are at the core of one of our defining principles: SUSTAINABILITY.

Building the ability of DJJ to sustain the work that has come with Transformation is at the heart of everything we do and plan to do. For our DJJ workforce to continue to fulfill our mission, we must be ready to meet the challenges of this new decade head-on. In order to be the very best version of DJJ and sustain our success, your DJJ Training & Organizational Development (TOD) team must provide you with the opportunities to learn and grow individually and as a team. Consultants and contractors have been very helpful in our process since 2014, but we must ultimately be able to cultivate, plant, and harvest our own resources in order to grow beyond those who have helped us in our journey.

My commitment to you is that DJJ TOD will continue assessing, continue developing, continue innovating, and, most importantly, continue finding ways to be our very best for you. We will not be satisfied with "good enough."

We are pleased to present you with this annual report as it is a reflection of YOUR work. Your participation, whether it's in a Basic Skills training, an organizational consultation, or a leadership class, shows your commitment to be better. My mentor who introduced me to the unique nature of public service once reminded me that most Virginians aren't spending much of their time wondering what work you are doing today, but they trust you are doing it well.

DJJ TOD is proud to be a part of your job well done.

J. Patrick Bridge

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WE BUILD
LEADERS

OUR STORY

... SO FAR

We hope you have noticed some remarkable changes in DJJ Training over the past few years. We have added talent and expertise in key positions, changed our organizational structure to better align with agency needs, and been more intentional about partnering with the people doing the frontline work of the agency to ensure we are offering the learning opportunities that are most important to the mission. We intend to continue that effort in 2020.

J. Patrick Bridge

We think
CREATIVELY



We stand for
QUALITY



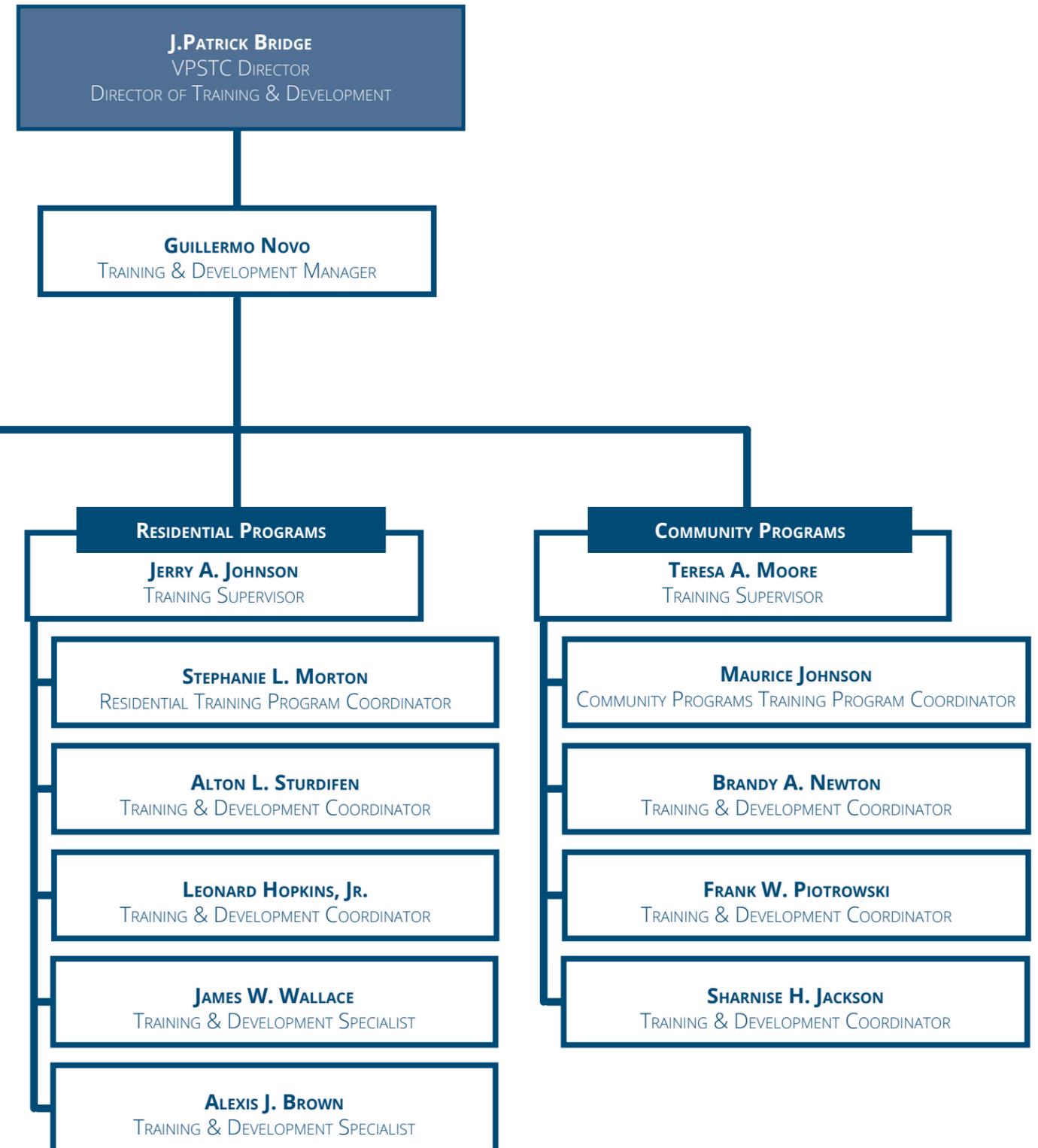
We design
EXPERIENCES



We build
RELATIONSHIPS



The training academy staff and instructors deliver curricula that spans from entry-level secure residential services and annual regulatory requirements to legal, medical, mental health, and technology-related topics. Additionally, there is a comprehensive supervisory and leadership development program as well as special-request and unit-specific training courses and conferences.



SUPPORT FOR OUR VISION

IT'S WHAT WE ARE HERE FOR

By focusing on our teams' strengths, our leadership team provides direction and drives priorities toward the success of the Training Unit and all employees' professional growth.



TRAINING & DEVELOPMENT MANAGER Guillermo B. Novo

"We are dedicated to the success of the agency through the development of its employees, coaching for improved organizational outcomes, and cultivating relationships that foster a safe and comfortable learning environment."

RESIDENTIAL PROGRAMS



JERRY A. JOHNSON

"Nobody cares how much you know, until they know how much you care."

Theodore Roosevelt

ORGANIZATIONAL DEVELOPMENT



JERRI L. SMITH

"Build a TEAM so STRONG, that no one can point out the LEADER."

Anonymous

COMMUNITY PROGRAMS



TERESA A. MOORE

"Leadership is not about titles, positions or flowcharts. It is about one life influencing another."

John C. Maxwell

OUR GUIDING PRINCIPLES

SAFETY

We approach safety from multiple perspectives: physical safety through personal defense, safety and security, and the safe and effective use of force; professional safety through coaching and development to address employment challenges; personal safety through health and wellness opportunities; and emotional/psychological safety through consultation, mediation, and a comfortable learning environment.

PURPOSE

Whether for compliance with regulations, implementation of evidence-based practices, or the ongoing development of employees, we support the agency's ability to hire, develop, and retain a highly proficient workforce in order to protect the public and improve outcomes for court-involved youth.

CONNECTION

Employees maintain a connection to the Training Unit resulting from decades of cultivating supportive and nurturing relationships that allow for the safe and comfortable engagement of employees in the exchange of information and exploration of challenging issues.

FAIRNESS

All employees have equal opportunity to attend agency training and development opportunities, are treated equally by Training Unit staff, and are assessed using objective criteria. In order to make programs and services available to employees across the Commonwealth, the Training Unit provides opportunities regionally and handles all travel reimbursements for academy sponsored events, in order to eliminate obstacles to attendance.

OUR APPROACH TO TRAINING

The residential services training program is responsible for three different training programs to serve the needs of those working within a residential setting. The training team develops, coordinates, and delivers training for Basic Skills for Direct Care, Direct Supervision, and Non-Security Employees, as well as annual Institutional In-Service.



BASIC SKILLS FOR DIRECT CARE

The Basic Skills for Direct Care five-week training program is designed for the security series employees responsible for working directly with the residents. This program teaches the skills necessary for success within a correctional environment. Employees learn skills such as communication, conflict management, safety and security, gang awareness and identification, suicide prevention, first aid, and CPR. These skills are critical for day-to-day interactions with DJJ's residents and staff.



BASIC SKILLS FOR DIRECT SUPERVISION

The Basic Skills for Direct Supervision and Non-Security Employees training program is designed for employees such as therapists, nurses and teachers. This program teaches the necessary skills for success when working within a correctional environment, such as safety and security, verbal de-escalation, gang awareness and identification, suicide prevention, and first aid, in accordance with the initial 120-hour Virginia Administrative Code training requirement.



INSTITUTIONAL IN-SERVICE

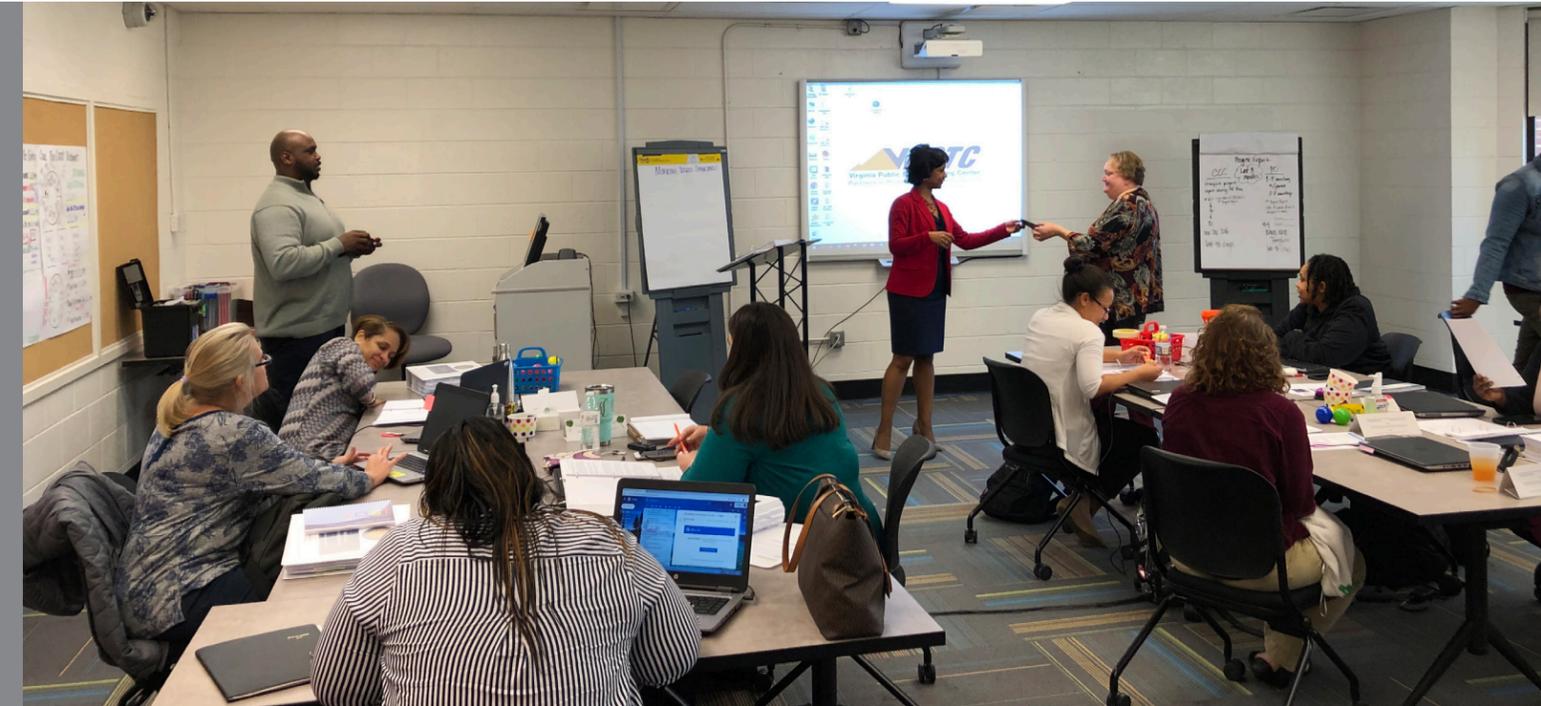
The annual Institutional In-Service program is an annual requirement, per the Virginia Administrative Code. Every employee responsible for working with residents must attend In-Service to ensure compliance with training topics such as, child abuse and neglect, mandatory reporting, behavior management techniques, wellness, and suicide prevention.

RESIDENTIAL PROGRAMS



OUR GOAL

The residential services training program is committed to providing the necessary and developmental training to work within the residential setting, to ensure the safety and security of staff and residents, in accordance with regulatory standards and the agency's mission.



COMMUNITY PROGRAMS

RESPECT THE TRAINING. HONOR THE COMMITMENT. CHERISH THE RESULTS.

Promote and support employee development and organizational effectiveness by providing high-quality educational training programs

OUR APPROACH TO TRAINING



The Community Programs Training Team has had much success since the team has been established. It connects to greater organizational processes, and those processes have been sufficiently developed so that the team will have a recognizable impact. Any training offered will align with the organization's policies, mission, and vision.

BASIC SKILLS FOR CASEWORKERS

BS4C

A four module program designed to introduce the basic fundamentals of effective case work to new staff.

STANDARDIZED DISPOSITION MATRIX

SDM

The Community Programs Training Team was instrumental in assisting in the curriculum development and statewide training of this DJJ initiative.

REIMAGINING JUVENILE JUSTICE

RJJ

Professional development initiative for supervisors and frontline staff that helps transform agencies and systems by embedding a Positive Youth Development (PYD) approach.

COLLABORATION

Continue to partner with various units within the agency and Subject Matter Experts (SME) to deliver relevant training and consultations as needed.

EXPANDING HORIZONS

Community Programs Training Team has participated in various specialty sessions to enhance skill in Critical Incident Training (CIT) and Emotional Intelligence (EQ). The team is also pursuing instructor certifications in Collaborative Case Work and EPICS.

MOVING FORWARD & ASPIRATIONS

Community Program Training Team will continue to empower staff to become effective change agents by pursuing quality training: Thinking for a Change (T4C), Motivational Interviewing (MI), Aggression Replacement Training (ART).

OUR APPROACH TO TRAINING

The Organizational Development (OD) Unit contributes to the effectiveness and success of DJJ through planned and systemic approaches that aligns strategy, individuals, and processes through organizational learning, change management, leadership development, team building, and coaching.

ORGANIZATIONAL DEVELOPMENT

This component of our team works with employees and leaders as a resource and support in delivering professional development in the following areas: Culture, Effective Communications, Relationship Management-Influencing, Mentoring, & Coaching Others, Emotional Awareness/Intelligence/Sensitivity, Team Learning, Leadership & Management System Strategies, Diversity & Inclusion, Employee Engagement, Conflict Resolution & Conflict Transformation, Conflict Coaching and Facilitative Mediation, and other professional development programs. We conduct assessments and develop strategic interventions to help cultivate more trusting, collaborative, and productive working relationships.

LEADERSHIP DEVELOPMENT

Leadership Development (LD) engages employees by creating and sustaining a culture of career-long leadership development, training, and education. LD seeks to empower supervisors and managers to become everyday leaders by encouraging opportunities for co-curricular learning, intentional engagement, self-reflection, and skill development. We believe in developing visionary, goal-driven, and action-oriented leaders. Exhibiting an awareness of self and others, a DJJ leader strives to be: **Accountable, Collaborative Communicative Ethical, Service-Oriented, Supportive of all - ACCESS.** We have a firm belief that all supervisors within DJJ should have access to resources to engage in leadership development. We also believe that all people should have the ability to access their identity as a leader.



TECHNOLOGY TRAINING

The Technology Training Program provides professional development that connects technology with on-the-job skills and responsibilities. DJJ employees will gain an understanding of the technology tools available to everyone. Each instructor-led session is designed with DJJ employee needs in mind and provides hands-on-experiences to strengthen employee skills. Technology Training is scheduled throughout the Commonwealth. Webinars are available for just-in-time training.



ORGANIZATIONAL DEVELOPMENT

The Organizational Development Unit supports the mission of DJJ by improving the effectiveness of the organization through strategic interventions using behavioral science knowledge. We cultivate the empowerment of employees and leaders through a myriad of programs that focus on creating and sustaining a workplace culture of continuous learning, ongoing improvement, and alignment with the guiding principles of Connection, Purpose, Safety, and Fairness.

OUR GOAL

We design and deliver the training employees need to work in teams, build relationships and keep pace with 21st century skills.

QUICK FACTS ABOUT US



TOTAL TRAINING HOURS



TOTAL EMPLOYEE EXPERIENCES



TOTAL MILES TRAVELED

2019 STAFF CERTIFICATIONS & ACCOMPLISHMENTS

Jerri L. Smith
Conflict Coaching & Mediation Certification
Emotional Intelligence Certification

Karen L. Hileman
Mediation Training Certificate
Justice Transformation Institute Cohort VII

Alexis J. Brown
American Red Cross CPR Instructor Certification

Dustin R. Kelley
American Red Cross CPR Instructor Certification

Brandy A. Newton
Emotional Intelligence Certification

Frank W. Piotrowski
Emotional Intelligence Certification

Teresa A. Moore
Emotional Intelligence Certification
YASI - Trainer of Trainers
EPICS - Trainer of Trainers
CCP - Trainer of Trainers
Thinking for a Change - Trainer of Trainers

Sharnise Jackson
Emotional Intelligence Certification
Reimagining Juvenile Justice (PYD) Certification
American Red Cross CPR, First Aid, AED Certified

Maurice Johnson
Emotional Intelligence Certification
Handle With Care - Master Instructor Certification
American Red Cross CPR, First Aid, AED Certified

J. Patrick Bridge
Virginia Executive Institute
Virginia Commonwealth University
Fall 2019 Graduate



WE ARE READY TO DELIVER



Our trainers and instructors are ready to deliver training to employees across the Commonwealth. We travel to locations to deliver tailored instruction, consultations, and specific training for CSUs, teams, departments, and individuals.

2019 TRAINING UNIT IN NUMBERS



QUALIFIED TRAINERS & INSTRUCTORS



PROGRAM AREAS



REGIONS TRAINED

HELPING US MAKE A DIFFERENCE

Our support staff works hard to keep our programs running smoothly. These are the friendly voices you hear on the other end of the phone and the face behind the camera capturing our most important moments.



KASHARA BROWN

Instructional/Administrative Assistant

Kashara maintains the Training Academy courses and sessions in the COVLC. She organizes courses files, manages our communications workgroup and maintains an inventory of rosters and certificates.

MARTHA N. SMITH

Instructional/Administrative Assistant

Martha assists instructors with class rosters and class materials. She assists with the COVLC and records maintenance. Martha provides excellent customer service over the phone and through email support.

DUSTIN R. KELLEY

Media Support Specialist

Dustin maintains and manages the Training Academy Production Studio. He documents, films and edits events and training sessions at the Academy, VPSTC and at other locations. Dustin provides technical support and maintains the equipment in our computer lab and other campus training spaces

2020 MOVING FORWARD TOGETHER

The Training and Organizational Development Unit achieved much success in 2019. We are moving forward in 2020 with our goal to continually support all DJJ employees through professional development and quality training programs. For 2020, we expanded our course catalog to include many new course offerings. Our instructors continually seek new certifications while maintaining existing certifications to provide employees with highly sought-after courses and training experiences.

We are moving forward together to support DJJ's success!

TRAINING AND ORGANIZATIONAL DEVELOPMENT UNIT

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COMMUNITY PROGRAMS
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