

GEORGIA DEPARTMENT OF JUVENILE JUSTICE	Transmittal # 16-12	Policy # 4.6
Applicability: <input checked="" type="checkbox"/> All DJJ Staff <input type="checkbox"/> Administration <input type="checkbox"/> Community Services <input type="checkbox"/> Secure Facilities (RYDCs and YDCs)	Related Standards & References: ACA Standard: 4-JCF-6E-14, 3-JDF-1D-14	
Chapter 4: LEADERSHIP DEVELOPMENT INSTITUTE	Effective Date: 09/13/16 Scheduled Review Date: 09/13/17	
Subject: DJJ Leadership and Management Training	New Policy APPROVED:	
Attachments:		
NONE		

I. POLICY:

The Department of Juvenile Justice will offer leadership development programs to leadership staff in order to promote the development of an outstanding workforce. Proper leadership development results in a well-equipped staff in any organization.

II. DEFINITIONS:

Course Description Guide: The document used by the Office of Training to present the training schedule, course information, and logistics to agency personnel.

DJJ Leadership Development Institute: A series of educational courses which provide professional developmental opportunities for employees who demonstrate leadership potential and the ability to succeed in positions of greater responsibility within DJJ.

DJJ Leadership Program Coordinator: A designated instructor from the Office of Training who coordinates and manages all agency leadership and management courses.

DJJ Leadership Institute Selection Committee: A committee consisting of seven designated representatives from the Division of Support Services, Division of Regional Detention Facilities, Division of Community Services, Division of Secure Campuses, Division of Administrative Services, the Office of Training, and the Office of Human Resources.

Office Training Plan: The annual training plan for an office prepared by the division head, or designee, in collaboration with the Office of Training.

On-Site Training Coordinator: A staff member designated by the Juvenile Program Manager, District Director, or office Director who is responsible for the scheduling of required training for staff and the maintenance of training documentation. In secure facilities, the Facility Based Trainer will serve as the On-Site Training Coordinator. In community offices, an adjunct instructor may serve as the On-Site Training Coordinator. In

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Central Office, each division will have a designated representative to register staff for training. The name of the staff member designated as the On-Site Training Coordinator will be submitted to the Director of Training.

Georgia Peace Officers Standards and Training Council (POST) Certification Requirements: The regulatory body responsible for the certification and regulation of Georgia’s peace officers and other various public safety personnel. POST is additionally responsible for establishing and monitoring the minimum training standards and curriculum of the personnel certified by the agency.

Peace Officers Standards and Training Council Instructor Certification (POST IT): The instructor certification course formulated by the POST Council comprising of fundamental instructional techniques, skills, and knowledge.

Training: An organized activity designed to achieve specific learning objectives, including, but not limited to: formal instruction, on-the-job training, conferences, independent reading, policy reviews, online training etc. Training programs include defined requirements for completion and attendance recording.

Training Resource Information System (TRIS): The online information system that provides access to DJJ program descriptions, training registrations, and personnel training data.

III. GENERAL PROCEDURES:

- A. Program descriptions for each of the courses described in this policy are available in the Course Description Guide located on the DJJ intranet site.
- B. DJJ Management Orientation Tiers 1, 2, 3
 - 1. The Management Orientation Tiers are conducted in 3 separate training sessions and each Tier is offered once per month. These courses will provide participants with basic knowledge of management and leadership areas critical to developing successful leadership competencies of a supervisor or manager. Each Tier is 24 hours in length. POST training hours are provided for those who complete each module.
 - 2. Newly hired or promoted supervisors and managers are required to attend Tier 1 within 90 days from completion of hire or promotion date.
 - 3. Tiers 2 and 3 are not mandatory, but are strongly recommended.

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4. Completion of Tiers 1, 2, and 3 will be pre-requisites for attending additional courses within the DJJ Leadership Development Institute.
5. Registration for all Tiers of the Management Orientation Training is managed by the facility or office Training Coordinator through the Training Resource Information System (TRIS).

C. Sergeant's Academy

1. The Sergeants Academy is designed to develop newly appointed sergeants or POST mandated Juvenile Correctional Officers I and II who demonstrate leadership potential and prepare them for promotion. POST training credit is provided to those who complete each module.
2. Newly hired or promoted Sergeants within Secure Facilities, Transportation Unit, and Special Operations who have not previously completed the Sergeants Academy are required to complete the course within 6 months from completion of pre-requisite course(s).
3. Registration for the Sergeant's Academy is managed by the facility or office Training Coordinator through the Training Resource Information System.

D. Supervisor Level I

1. The Supervisor Level I Course is designed for front line supervisors in law enforcement.
2. Newly hired or promoted Sergeants within Secure Facilities, Transportation Unit, and Special Operations must complete Supervisor Level I within 12 months from completion of pre-requisite course(s).
3. Appointing authorities may select Juvenile Correctional Officers I and IIs, who have been identified as potential leaders and have completed the Sergeant's Academy, to attend Supervisor Level I.
4. Juvenile Probation Officer II, Juvenile Probation Parole Specialist III, and Juvenile Program Managers from the Division of Community Services must complete Supervisor Level I within 12 months from completion of pre-requisite course(s).
5. Appointing authorities may select Juvenile Probation Officer I and JPPS II who have been identified as potential leaders to attend the Supervisor Level I Course.

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E. Supervisor Level II

1. The Supervisor Level II Course is designed for front line supervisors in Law Enforcement.
2. Newly hired or promoted Lieutenants within Secure Facilities, Transportation Unit, and Special Operations must complete Supervisor Level II within 18 months from completion of pre-requisite course(s).
3. Appointing authorities may select Sergeants who have been identified as potential leaders and have completed the Supervisor Level I to attend Supervisor Level II.
4. Appointing authorities may select Juvenile Probation Officers I and JPPS II who have been identified as potential leaders to attend the Supervisor Level II Course upon completion of the Supervisor Level I Course.
5. Juvenile Probation Officer II, Juvenile Probation Parole Specialist III, and Juvenile Program Managers from the Division of Community Services must complete Supervisor Level I within 18 months from completion of pre-requisite course(s).
6. Attendees must have successfully completed Supervisor Level I as a pre-requisite to attend Supervisor Level II.

F. Supervisor Level III

1. The Supervisor Level III Course is designed for front line supervisors in Law Enforcement.
2. Newly hired or promoted Captains within Secure Facilities and the Transportation Unit must complete Supervisor Level III within 24 months from completion of pre-requisite course(s).
3. Appointing authorities may select Lieutenants who have been identified as potential leaders and have completed the Supervisor Level II, to attend Supervisor Level III.
4. Appointing authorities may select Juvenile Probation Officer I and JPPS II who have been identified as potential leaders to attend the Supervisor Level III Course upon completion of the Supervisor Level II Course.
5. Juvenile Probation Officer II, Juvenile Probation Parole Specialist III, and Juvenile Program Managers from the Division of Community Services must

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complete Supervisor Level III within 24 months from completion of pre-requisite course(s).

6. Attendees must have successfully completed Supervisor Level I and II as a prerequisite to attend Supervisor Level III.

G. Manager Level I

1. The Manager Level I Course is designed for managers in Law Enforcement.
2. Manager Level I is taught at the Georgia Public Safety Training Center in Forsyth, Ga.
3. Newly hired or promoted Captains within Secure Facilities and the Transportation Unit must complete Manager Level I within 30 months from completion of pre-requisite course(s).
4. Appointing authorities may select Lieutenants who have been identified as potential leaders and have completed Supervisor Level I, II, and III.
5. Juvenile Probation Officer II and Juvenile Program Managers in sworn positions from the Division of Community Services must complete Manager Level I within 36 months from completion of pre-requisite course(s).
6. All attendees must have successfully completed Supervisor Level I, II, and III to meet the pre-requisites to attend Manager Level I.

H. Manager Level II

1. The Manager Level II Course is designed for managers in Law Enforcement.
2. Manager Level II is taught at the Georgia Public Safety Training Center in Forsyth, Georgia.
3. Newly hired or promoted Assistant Directors within Secure Facilities must complete Manager Level II within 24 months from completion of pre-requisite course(s).
4. Appointing authorities may select Captains who have been identified as potential managers and have completed Manager Level I.
5. Juvenile Probation Officer II and Juvenile Program Managers in sworn positions from the Division of Community Services must complete Manager Level II within 48 months of completion of pre-requisite course(s).

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6. All attendees must have successfully completed Manager Level I to meet the prerequisites to attend Manager Level II.

I. Manager Level III

1. The Manager Level III Course is designed for managers in Law Enforcement and is taught at the Georgia Public Safety Training Center in Forsyth, Ga.
2. Newly hired or promoted Directors within Secure Facilities must complete Manager Level III within 36 months of completion of pre-requisite course(s).
3. Appointing authorities may select Assistant Directors who have been identified as potential managers and have completed Manager Level II.
4. Juvenile Program Managers in sworn positions from the Division of Community Services must complete Manager Level II within 60 months of completion of pre-requisite course(s).
5. All attendees must have successfully completed Manager Level I and II to meet the pre-requisites to attend Manager Level III.

J. Assistant Director Academy

1. The Assistant Director Academy is designed to give Assistant Directors the necessary training to effectively and efficiently perform the current duties while preparing them for future promotions to Director and higher levels of responsibility within the Department.
2. Newly hired or promoted Assistant Directors within Secure Facilities must complete Manager Level III within 12 months from completion of pre-requisite course(s).
3. Appointing authorities may select Captains who have been identified as potential managers and have completed Supervisor Level I, II, and III, along with Manager Level I.
4. All attendees must have successfully completed Management Orientation Tier I to meet the pre-requisites of the Assistant Directors Academy.

K. Pre-Command Course

1. The Pre-Command Course is designed to give participants leadership skills and managerial information required to effectively run a DJJ facility. The course is taught by senior executive leadership and upper management.

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2. Newly hired or promoted Directors within Secure Facilities must complete Pre-Command within 12 months from completion of pre-requisite course(s).
3. Appointing authorities may select Assistant Directors who have been identified as potential managers and have completed the Assistant Directors Academy.
4. All attendees must have successfully completed Management Orientation Tier I to meet the prerequisites of the Pre-Command Course.

L. Advanced Management Training (AMT)

1. The Advanced Management Training (AMT) is a 40 hour course taught by the Georgia Department of Corrections in conjunction with the Carl Vinson Institute at Tift College in Forsyth. This course is designed for front line managers and supervisors, or the equivalent. The program will provide training that will improve managerial and leadership skills introduced in previous courses, and it will introduce leadership principles outlined in more advanced courses.
2. The Advanced Management Course is open to all Lieutenants, Captains, and Facility Assistant Directors, Facility Directors, Juvenile Probation Officer II, Juvenile Probation Parole Specialists III, Juvenile Program Managers, and Office Directors who have successfully completed Management Orientation Tier I, and Supervisor Levels I, II, and III.
3. The steps for registration for the Advanced Management Course are:
 - a) The employee's facility Director will submit an external training request form to the Director of Training or designee, indicating the desire to enroll the employee in the next available training class.
 - b) The Director of Training or designee, will forward all requests to attend the Advanced Management Course to the appropriate Deputy Commissioner or designee, to determine an order of priority and obtain approval.
 - c) Once approval is granted by the appropriate Deputy Commissioner or designee, the Director of Training or designee, will contact the Department of Corrections Training Division to register the identified individual(s).

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M. Correctional Leadership Institute (CLI)

1. The Correctional Leadership Institute is a 72 hour course taught by the Ga. Department of Corrections in conjunction with the Carl Vinson Institute at Tift College in Forsyth. This course is designed to prepare middle and senior level leaders for increasing levels of responsibility within the agency. The course focuses on the development of leadership skills rather than on specific managerial functions.
2. The Advanced Management Course is open to all Facility Assistant Directors, Facility Directors, Juvenile Program Managers, and Office Directors who have successfully completed Management Orientation Tier I, Manager Levels I, II, and III (Security Staff) or Advanced Management Training (AMT) for Non-Security Staff.
3. The steps for registration for the Correctional Leadership Institute are:
 - a) The employee's direct supervisor will submit an external training request form to the Director of Training or designee, indicating the desire to enroll the employee in the next available training class.
 - b) The Director of Training or designee, will forward all requests to attend the Advanced Management Course to the appropriate Deputy Commissioner or designee, to determine an order to priority and obtain approval.
 - c) Once approval is granted by the appropriate Deputy Commissioner or designee, the Director of Training or designee, will contact the Department of Corrections Training Division to register the identified individual(s).

N. Professional Management Program – Columbus State University

1. The Professional Management Program brings together the leading thinkers in corporate and public management to provide public safety officers with intense training in the best available management theory and practice to render innovative solutions to organizational problems and to address important issues in managing public service organizations effectively.
2. The Professional Management Program is a 400 hour program divided into ten 40-Hour cohort modules, meeting five times a year. 3 semester hours of university academic credit and 40 hours of POST training are awarded for

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each module. The completion of the ten PMP modules provides POST training for the Supervision and Management certifications.

3. Participants must have previously completed Tier 1 of the DJJ Management Orientation Program.
4. Participants are not permitted to have any active disciplinary action greater than Letter of Concern.
5. The steps for registration for the Professional Management Program are:
 - a) The employee will submit an application essay which addresses the desire to attend the Professional Management Program to the Director of Training or designee.
 - b) The essay will identify the benefit to the participant and to the facility, office and agency.
 - c) The employee will provide three agency references along with the essay.
 - d) The Director of Training or designee, will review and forward all applications and references to the DJJ Leadership Institute Selection Committee.
 - e) The DJJ Leadership Institute Selection Committee will review all applications and forward their recommendations for approval and denial to the DJJ Executive Team.
 - f) The DJJ Executive Team will forward all recommendations for approval to the DJJ Commissioner.
 - g) The DJJ Commissioner will approve or deny the nomination. If approved, the DJJ Commissioner will provide an official nomination for enrollment to Columbus State University.
 - h) Once approved, the employee will complete an enrollment application through Columbus State University.

O. Command College – Columbus State University

1. The Command College brings together leaders in corporate and public management to provide public safety executives with intensive training in the best available management theory and practice, to render innovative solutions

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to organizational problems, and to address important issues in managing public service organizations effectively. Students enrolled in Command College attend twelve (12) intensive cohort sessions of classes over a two-year period, completing 460 hours of classes divided into 40-hour modules: Completion of each module/course will provide POST training and 3 semester hours of academic credit.

2. Command College is targeted for those employees who are currently in a supervisory or managerial position in a public safety agency, with significant responsibilities in areas of management or personnel, interpretation of policies, or supervision of other crucial agency functions.
3. Participants must have previously completed Tier 1 of the DJJ Management Orientation Program.
4. Any participant who has an active disciplinary action greater than a Letter of Concern will be disqualified.
5. The steps for registration for Command College are:
 - a) The employee will submit a written statement outlining their career goals, a resume outlining in detail both educational training and professional experience, and proof of successful completion of a bachelor's degree from a regionally accredited college or university to the DJJ Assistant Director of Training or designee.
 - b) The Director of Training or designee will review and forward all applications to the DJJ Leadership Institute Selection Committee.
 - c) The DJJ Leadership Institute Selection Committee will review all applications and forward their recommendations for approval and denial to the DJJ Executive Team.
 - d) The DJJ Executive Team will forward all recommendations for approval to the DJJ Commissioner.
 - e) The DJJ Commissioner will approve or deny the application. If approved, the DJJ Commissioner will provide an official nomination for enrollment to Columbus State University.
 - f) Once approved, the employee will complete an enrollment application through Columbus State University, which will include the written statement outlining their career goals, their resume

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outlining in detail both educational training and professional experience, and proof of successful completion of a bachelor's degree from a regionally accredited college.

IV. LOCAL OPERATING PROCEDURES REQUIRED: NO