Expanding In-Service Training at SCDJJ

South Carolina Department of Juvenile Justice

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CPM Project Paper
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The South Carolina Department of Juvenile Justice is embarking on a major initiative to expand in–service training to all employees as part of its' strategic plan. First some background on the status of training in the agency. The Staff Development and Training Office, which comes under the Administrative Services Division, is charged with the responsibility of coordinating and presenting a monthly 4-day orientation program for all new employees upon hire. This process has been in place for over ten years, and serves as the introduction to the agency, the mission and core values, the various divisions and the array of services provided. The feedback and response to this program have been very positive. This process ensures that all new employees get a basic overview and understanding of SCDJJ. SD&T is also charged with providing pre-service basic training to direct care employees- Juvenile Correctional Officers (5 weeks) Group Home (residential) Personnel (2 weeks) and Community Case Managers (4 weeks). These pre-service requirements are the result of state law, national juvenile justice standards and the Agency's policies. These programs are designed to provide direct-care providers with the necessary knowledge, skills, and policies to provide a wide array of services to the juveniles and their families. These programs have been well received as evidenced in the agency-wide survey conducted in July 2005(see Attachment A). SD&T also does a solid job in the area of in-service training for those same groups. The annual recertification is the result of state law (LETA -1991- Law Enforcement Training Act) which covers around 500 Juvenile Correctional Officers - JCOs and national standards such as those established by the OJJDP, ACA, and NJDA. Attendance and compliance is adequate, but calls for improvement.

The challenge is primarily in the area of in-service training for non-direct care employees, where it is left up to the individual manager or employee. The predictable outcome –under this climate – has been selective and erratic attendance, where some take advantage of the training offered, and most rarely use the service. In fact, our data tracking for 2005 shows a 49 % attendance rate (see Attachment-B).

In-Service Training Attendance 2003 - 2005			
Year	*Recertification Training*	*Continuing Education*	***Total**
2003	55%	43%	**49%**
2004	46%	35%	**41%**
2005	58%	39%	**49%**

(* Total – is the average of the 2 categories)

The attendance rate has stayed in the 40 to 50 % range for the past 3 calendar years. Our goal is to expand in-service training by 5 % a year over the next five years raising attendance to at least 75 % by 2010. This goal will be pursued by utilizing several strategies. The first step was to conduct an agency-wide customer –service survey to assess our current training efforts and gather information about our future direction. This survey (see Attachment C) was sent out in July 2005 to 1,500 employees. We got back one–third (491) of the surveys. The results revealed the following:

- 47 % were satisfied with training programs offered
- 31 % were somewhat satisfied with programs offered
- 9 % were somewhat dissatisfied with programs offered
- 9 % were dissatisfied with programs offered
- 4 % were not sure

The survey also inquired whether current training programs were meeting needs and the results indicated:

- 51 % were satisfied
- 29 % were somewhat satisfied
- 8 % were somewhat dissatisfied
- 9 % were not satisfied
- 4 % were not sure

The results indicate SD&T is doing a good job. Customer feedback and suggestions for improvement will be analyzed and referred to management and the TTF- Training Task Force- which was formed in August 2005. The TTF will then identify and recommend improvements in specific areas.

TTF- Training Task Force

The second step was the formation of an inter-disciplinary training task force, charged with the responsibility of recommending ways to expand training to cover all employees. The taskforce was constituted in August 2005 pursuant to an executive directive, and held several meetings to deliberate on this matter before making the following recommendations in November 2005: The expansion of the New Employee Orientation program from 4 to 5 days starting in early 2006, adding training components into this expansion; specifically, programs designed to familiarize new employees about the different inter-disciplinary functions, teamwork, group dynamics and "formulas" for effective collaboration and service delivery.

The 6 hour program would have a formal presentation by a staff development and training instructor in the morning, followed by a panel of selected professionals, which would address the subject from the practitioner's viewpoint, thus

providing valuable insight from those in the field carrying out the essential agency functions. The programs would also facilitate group work, participation and input; as well allow sufficient time for Q and A. Finally, for the first time in agency training history, new and existing employees would participate in this training together, thus setting the stage for constructive and collaborative service delivery. Existing employees would be assigned slots by their managers, and attendance would be documented, tracked and reported to management. This training will be a monthly event, with feedback from these sessions collected, analyzed, and shared with management and the TTF.

The various components of this training are being finalized and the project will start in February 2006. The agency believes this will be a good investment in terms of cost. The average annual salary is $ 29, 687 (2005 data DJJ-OHR), and by having 30 employees attend this 6 hour training monthly, we are saving the agency ~~$$$~~ many. In essence, since an internal trainer is presenting the morning program his/her fee is only $125.00 for the day, compared to sending 30 employees to an external training event, or bringing an outside expert at around $ 500.00 a day . The annual internal cost is projected to be $1,500 (12 months x $125.00) vs. $6,000 (12 months x $ 500.00) for a vendor. The savings may seem small, but is in line with current state philosophy. The panel format is also viewed as a way of generating additional interest from employees, as they see and hear their peers present the "practitioner's" viewpoint; a change from the instructor format by which the majority of our training is delivered.

This program will be scheduled and presented monthly. SD&T and the TTF will prepare a summary report for the first six months in September 2006; as well as

recommend any changes deemed useful. The TTF will serve a critical role in this incremental paradigm shift in the training process. It will serve as an on-going advisory group and continue to explore and recommend process improvement. The customer survey responses also pointed out the need for the following: alternate delivery methods, use of adjunct trainers, use of external experts and resources, advanced and/or customized programs and more on-site delivery.

Alternate Training Delivery Systems

Staff Development and Training is fully aware that it must explore and implement alternate training delivery methods. We have 42 county offices throughout the state with around 275 employees, and while they can and do travel to Columbia for training; and SD&T trainers go to deliver on-site; there is a need to complement that with additional delivery methods. We have just implemented a pilot program in e-learning from an external vendor. This program will be used by 15 members of our "future leaders" for one year. We will monitor usage, gather feedback from this group, and make the appropriate recommendations for the future-i.e. incremental expansion or major expansion using the cost-benefit model. We are also looking at developing our internal capacity in e-learning, and will implement our first project in the second half of 2006. The Agency is also exploring the use of video-conferencing as a training delivery system, but this strategy requires an expanded IT platform and a significant monetary investment which will require a few years to secure. In the short-term, we will take advantage of selected external teleconferences via satellite downlink

as another resource for our employees.

Adjunct Instructor Cadre

Staff Development and Training has a competent group of trainers and facilitators with combined field and training experience ranging from 10 to 28 years; however, we are cognizant of the fact that there is an additional pool of internal talent and expertise that can complement our efforts. We will identify a cadre of internal experts who with our assistance and collaboration, will develop and present specialized training events on a limited basis. This will expand our range of course offerings, as well as attract additional customers. This is clearly a "win-win" strategy. An additional benefit is that it prepares a pool of future trainers that could replace current trainers as they move to other positions or retire.

External Technical Resources

The Agency has been actively seeking technical assistance, input and collaboration in the areas of service delivery and programming for juveniles and their families from entities such as OJJDP- Office of Juvenile Justice & Delinquency Programs and the NJDA- National Juvenile Detention Association. It is also collaborating with Clemson University and the Children's Law Office – University of South Carolina , in an effort to get some specialized and advanced training in the areas of juvenile delinquency, adolescent development, and special needs' adolescents. We are also working with sister agencies such as SCDC, as well as inter-agency groups like the SATC – State Agencies' Training Consortium and state OHR. DJJ has been an active member of SATC, opening up some of our in-service programs to other agency personnel, and our personnel have taken

advantage of our counterparts' training events on a limited basis. We have initiated contact with the Children's Law Office (USC) in the training area. The goal is for the CLO to coordinate or provide some specialized training in the clinical areas based on identified needs and recommendations from the Training Task Force.

All these efforts are in line with the current philosophy in state government of resource-sharing and collaboration. The public sector is catching up with the private sector in terms of looking for innovative ways to deliver services, as well as doing more with less. Accountability and process improvement are increasingly the order of the day.

Supervisory "Buy-In" and Support

A critical component of our expansion effort has to involve building supervisory buy-in and support. All of the outlined strategies cannot succeed without this critical piece. As public servants, we are to some extent conditioned to responding to statutes, regulations and policies. It is SD&T's position that implementing a policy requiring a minimum number of training hours is essential. The TTF has endorsed this position, and after careful deliberation recommended a 15 hour annual in-service requirement for all employees. The rationale behind recommending the 15 hours is based in part on our past experience with mandatory annual in-service training. In 1994 the Agency adopted the ACA-(American Correctional Association) standards, which mandated 40 hours of annual training for employees. This decision was implemented without considering the impact this would have on shift and office coverage. Many supervisors did not support the initiative because " coverage " came first. Furthermore, the standard was adopted

without consulting supervisors on the ground; therefore, the goal was viewed as unattainable, with the majority of staff not meeting the standard for the five years it was in effect. In 1999 with the advent of a new administration, the standard was discontinued, leaving a vacuum in terms of annual training. The current administration- which has been in place since 2003- resurrected the issue in 2004, and in 2005 asked SD&T and the TTF to study the matter and make a recommendation, which resulted in the 15 hour standard. This recommendation has also been endorsed by executive management and the policy is expected to go into effect in July 2006. The policy will stipulate that this will be an EPMS objective for all, thus placing joint responsibility on employees and supervisors. This policy would also impact promotions in certain job classifications, where meeting the annual training requirement would be one of the criteria taken into the evaluation process. The 15 hour requirement is a start; however both SD&T and the TTF would like to see it raised to 20 hours by 2010. SD&T will track and monitor compliance by running records of 25 % of the workforce annually, and reporting the compliance rate to management. The EPMS document will also be a measuring tool, as it will indicate compliance with this objective. This tool will play a crucial role in getting broad support for the standard, as well as system-wide compliance. SD&T will also look for creative ways to market programs using special announcements for workshops, customized programs for work units, and alternate scheduling of classes to accommodate work schedules, thereby making our products more attractive and accessible.

The overall goal behind all of the strategies is to maintain and enhance the

skills and effectiveness of the workforce, and improve service delivery. Finally, we are all aware of the coming exodus of veteran employees- projected to be around 30 % of the current workforce by 2010, and the state's workforce development effort calls for a pro-active and on-going campaign to recruit, train, and develop the workforce of the future. SCDJJ is making a serious commitment to meet the challenge and fulfill its mission to the state and taxpayers of South Carolina. We are optimistic about this challenge and look forward to doing our part.

ATTACHMENT –A-
(SD&T Training Attendance Data- '03 –'05)

ATTACHMENT -C
(Customer-Service Survey)

#491

South Carolina Department of Juvenile Justice
Staff Development & Training Survey

As part of the Department's initiative to improve services we are seeking your thoughts and ideas about staff development & training opportunities. Please take some time to complete this survey and return it to the Office of Policy & Planning (Attention: T. Foley) at 1620 Shivers Road, Columbia, 29210 no later than July 22, 2005.

Sex ☐ Male ☑ Female

Race ☐ African-American ☑ Caucasian ☐ Hispanic ☐ Other _____

Years of Service ☐ 0-5 years ☐ 6-10 years ☑ 11-15 years ☐ 16 or more years

Physical Location ☐ Columbia metro area ☑ Outlying county/regional office, group home, or other facility

In what division or department do you work?

☐ Rehabilitative Services Division
☑ Community Services Division
☐ Administrative Services Division
☐ Other Office or Department _____
☐ Educational Services
☐ Office of Inspector General
☐ Office of Policy & Planning

What area best describes your job function?

☐ Security (Police, JCO, direct care staff)
☑ Supervisor/Manager
☐ Administrative Specialist or Assistant
☐ Clinical/Medical (social worker, nurse, psychologist, chaplain)
☐ Education (teacher, guidance counselor, principal)
☐ Community Specialist/Case Manager (intake worker, probation, classification)
☐ Program/Facility or Office Manager (county office, group home, institution)
☐ Maintenance/Grounds/Dietary services
☐ Other Administrative function (division/office or department head, information resource management, planning & development, human resource management, business, finance, training & development)

Are you satisfied with the training programs offered by the Department?

☐ Not Satisfied ☐ Somewhat Dissatisfied ☐ Somewhat Satisfied ☑ Satisfied ☐ Not Sure

What would you change? _____

_____

_____

Are you satisfied the training programs offered meet your needs?

☐ Not Satisfied ☐ Somewhat Dissatisfied ☐ Somewhat Satisfied ☑ Satisfied ☐ Not Sure

What other courses are needed? _____

_____

_____

(Over)

What barriers or impediments do you face when seeking training opportunities? (please check all that apply)

- ☑ Don't have the time
- ☐ Budget limitations
- ☐ Not notified
- ☐ Can't get approval from my supervisor
- ☐ Courses offered do not meet my needs
- ☐ Other, Explain _____
- ☐ Transportation
- ☑ Location of training

What specific skills or knowledge do you need to improve your job performance?

_____

_____

_____

What specific training opportunities should DJJ provide to help you become more effective on your job?

_____

_____

_____

Thank you for your time !

ATTACHMENT –A-
(SD&T Training Attendance Data- '03 –'05)

South Carolina Department of Juvenile Justice
Division of Administrative Services
Monthly Acivities Report - December 2003
OFFICE OF SD&T

	03 JAN	03 FEB	03 MAR	03 APR	03 MAY	03 JUNE	03 JUL	03 AUG	03 SEP	03 OCT	03 NOV	03 DEC	TOT.
NEW EMPLOYEE ORIENTATION													
JCO's	11	7	4		18	26	29		16	24	24		159
Residential Specialists		1		3			1	1					6
Comm. Specialists	8		2	1	1	1	2	1		1	5	2	24
Others (Incl certified JCO's rehired)	4	2	2	1	5	4	8	12	2	10	9	8	67
TOTAL	23	10	8	5	24	31	40	14	18	35	38	10	256
JCO BASIC TRAINING				N/O				N/O				N/O	
New hires	11	7	4		18	26	29		16	24	24		159
recycled out-academic			1		3	5	6						15
recycled out-medical													
separations during basic					3	1	1		2	2	2		11
Graduates-current class	11	7	3		12	20	22		14	22	22		133
Graduates - recycles	3	1	1			3	5						13
TOTAL GRADUATES	14	8	4		12	23	27		14	22	22		146
JCO RECERTIFICATION													
block week 1 - capacity -20 slots	10	8	10	10	12	11	16	15	8	7	8	4	119
block week 2 - capacity - 20 slots	N/O	13	N/O	N/O	5	N/O	N/O	27	10	12	N/O	N/O	67
Total # of participants -	10	21	10	10	17	11	16	42	18	19	8	4	186
Capacity used in %	50%	53%	50%	50%	43%	55%	80%	105%	45%	47%	40%	20%	55%
CONT. ED. COURSES (20 /CLASS)													
courses offered	3	6	11	10	13	11	8	8	11	10	7	6	104
courses cancelled	3	1	1	1	1	2	4	2	2	2	4	1	24
# registered	0	49	72	173	174	112	48	117	112	83	47	50	1037
# of no-shows		8	17	10	7	16	9	12	14	23	13	8	137
# of participants		41	55	163	167	96	39	105	98	60	34	42	900
Capacity used in %	0%	34%	25%	82%	64%	44%	24%	66%	45%	30%	24%	35%	43%
Social Worker Training													
courses offered			2	1	2	1	2	2	1	1	2		14
# of participants			108	24	52	38	69	38	41	24	16		410
SUPERVISORY TRAINING (20/class)													
Mandatory 3 -day block	1			1			1			1			4
# registered	0			24			0			0			24
# of no-shows				2									2
# of participants				22									22
Capacity used in %	0%			110%			0%			0%			28%
Frontline Leadership (15/class)													
classes offered	1	3	4	1	8	N/O	2	8	N/O	4	6	N/O	37
# registered	0	0	0	17	128		0	0		48	42		235
# of no-shows				0	0					4			4
# of participants				17	136					44	42		239
Capacity used in %	0%	0%	0%	113%	113%		0%	0%		73%	47%		43%

Office of Staff Development & Training
DECEMBER 2004 Activity Report

	04 JAN	04 FEB	04 MAR	04 APR	04 MAY	04 JUN	04 JUL	04 AUG	04 SEP	04 OCT	04 NOV	04 DEC	YR AVG.
NEW EMPLOYEE ORIENTATION													
JCO's	37	21	14	25	33	21	32	11	18	41	52		**28**
Residential Specialists			3	2	1		1		3				
Comm. Specialists		4	3	1	3	2		2		1	2		**2**
Others (Incl certified JCO's rehired)	3	6	4	11	8	10	10	10	9	1	3		**7**
TOTAL	**40**	**31**	**24**	**39**	**45**	**33**	**43**	**23**	**30**	**43**	**57**	**0**	**37**
JCO BASIC TRAINING													
New hires	37	21	14	25	33	21	32	11	18	41	52		**28**
recycled out-academic													
recycled out-medical													
separations during basic	5	1	1	2	1		2	2		1	4		**2**
Graduates-current class	32	20	13	23	32	21			18	40	48		
Graduates - recycles													
TOTAL GRADUATES	**32**	**20**	**13**	**23**	**32**	**21**	**30**	**9**	**18**	**40**	**48**	**0**	**26**
JCO RECERTIFICATION													
block week 1 - capacity -20 slots	8	10	12	10	18	6	8	18	8	5	9	6	
block week 2 - capacity - 20 slots	10	N/O	8	N/O	7	12	8	14	N/O	10	5	6	
Total # of participants -	18	10	20	10	25	18	16	32	8	15	14	12	
Capacity used in %	**43%**	**50%**	**50%**	**50%**	**62%**	**45%**	**44%**	**80%**	**40%**	**38%**	**35%**	**30%**	**46%**
CONT. ED. COURSES (20 /CLASS)													
courses offered	3	8	8	10	5	11	7	6	12	6	6	3	**7**
courses cancelled	3	1	1	4	2	6	4	2	4	1	2		**3**
# registered	0	70	60	50	27	69	27	59	61	75	38	60	**49**
# of no-shows	0	15	14	13	5	9	5	6	9	5	8	4	**8**
# of participants	0	55	46	37	22	60	22	53	52	70	30	56	**41**
Capacity used in %	**0%**	**35%**	**29%**	**19%**	**22%**	**27%**	**16%**	**44%**	**22%**	**58%**	**25%**	**94%**	**35%**
Social Worker Training													
courses offered	1	N/O	1	1	2	3	1	1	1	1	2	N/0	
# of participants	22		75	41	72	60	6	15	42	43	30		
SUPERVISORY TRAINING (20/class)													
Mandatory 3 -day block		1			1				1		1		
# registered		14			7				22		0		
# of no-shows		3			1				1				
# of participants		11			6				19		0		
Capacity used in %		**55%**			**30%**				**97%**		**0%**		
Frontline Leadership (15/class)													
classes offered	2	5	4	6	5	2	N/O	3	6	4	4	2	**4**
# registered	17	54	22	40	27	0		10	24	26	38	12	**27**
# of no-shows	4	10	2	4	2			2	8	2	4	2	**4**
# of participants	13	44	20	36	25			8	16	24	34	10	**23**
# of graduates		2			3				3	1	2	2	
Capacity used in %	43%	**59%**	**33%**	**40%**	**33%**	**0%**		**18%**	**18%**	**40%**	**57%**	**33%**	**34%**

Office of Staff Development & Training
DECEMBER 2005-Activity Report

	05 JAN	05 FEB	05 MAR	05 APR	05 MAY	05 JUN	05 JUL	05 AUG	05 SEP	05 OCT	05 NOV	05 DEC	YR AVG.
NEW EMPLOYEE ORIENTATION													
JCO's	14	15	25	13	25	21	27	25	29	21	33	0	**23**
Residential Specialists				1			4						**<1**
Comm. Specialists	1	3		7	2	2	4	1	5	7	4	3	**3**
Others (Incl certified JCO's rehired)	9	7	4	8	11	6	4	5	12	4	12	8	**7**
TOTAL	**24**	**25**	**29**	**29**	**38**	**29**	**39**	**31**	**47**	**32**	**49**	**11**	**33**
JCO BASIC TRAINING													
New hires	14	15	25	13	25	21	27	25	29	21	33	N/A	**23**
recycled out-academic													
recycled out-medical													
separations during basic				1	2		1	5	5	2	2		**2**
Graduates-current class	14	15	25	12	23	21	26	20	24	19	31		**21**
Graduates - recycles													
TOTAL GRADUATES	**14**	**15**	**25**	**12**	**23**	**21**	**26**	**20**	**24**	**19**	**31**	**N/A**	**21**
JCO RECERTIFICATION													
block week 1 - capacity -20 slots	8	5	13	15	16	12	15	8	18	10	12	12	**12**
block week 2 - capacity - 20 slots	N/O	5	N/O	13	8	N/O	N/O	14	N/A	6	10	N/A	**5**
Total # of participants -	8	10	13	28	24	12	15	22	18	16	22		**17**
Capacity used in %	**40%**	**25%**	**65%**	**70%**	**60%**	**60%**	**75%**	**55%**	**90%**	**40%**	**55%**	**60%**	**58%**
CONT. ED. COURSES (20 /CLASS)													
courses offered	9	7	11	10	4	10	2	7	5	5	3	5	**7**
courses cancelled	3	3	3	4	3	6	2	3	2	1	1	1	**3**
# registered	80	77	120	82	6	36	0	50	36	38	10	40	**48**
# of no-shows	14	9	16	35	3	8		4	8	16	6	14	**11**
# of participants	66	68	104	47	3	28	0	46	28	22	4	26	**37**
capacity (as % of seats offered)	37%	49%	47%	24%	4%	14%	0%	33%	28%	22%	6%	26%	**24%**
capacity (as % of seats for courses conducted)	**55%**	**85%**	**65%**	**39%**	**15%**	**35%**	**0%**	**58%**	**47%**	**28%**	**10%**	**33%**	**39%**
Social Worker Training													
courses offered	1	1	1	1	1	1	N/O	2	1	N/O	2	N/O	**1**
# of participants	10	26	57	12	0	38		60	60		23		**24**
SUPERVISORY TRAINING (20/class)													
Mandatory 3 -day block	N/O	1	N/O	N/O	1	N/O	N/O	N/O	1	N/O	N/O	N/O	**1**
# registered		23			15				16				**14**
# of no-shows		1			3				2				**1**
# of participants		22			12				14				**13**
Capacity used in %		**110%**			**60%**				**88%**				**65%**
Frontline Leadership (15/class)													
classes offered	N/O	2	8	N/0	2	8	N/O	1	2	2	6	2	**4**
seats available		30	120		30	120		15	30	30	90	30	**55**
# registered		38	60		12	38		6	10	18	48	16	**27**
# of no-shows		1	12		2	6		2	4	6	12	6	**5**
# of participants		37	48		10	32		4	6	12	36	10	**22**
# of graduates			3			6		2	2			3	**2**
Capacity used in % (participants/seats)		**123%**	**40%**		**33%**	**27%**		**27%**	**20%**	**40%**	**40%**	**34%**	**43%**

ATTACHMENT-B
(Customer-Service Survey Results)

Staff Development and Training Survey Results Summary

491, of approximately 1500 surveys that were distributed to DJJ employees, were completed and returned to the Office of Policy and Planning for a return rate of 32.7%. The results of the 491 surveys are given below.

Demographics of Respondents

Sex	Percent
Female	63%
Male	37%
Total	**100%**

Race	Percent
African-American	58%
Caucasian	40%
Hispanic	0%
Other	2%
Total	**100%**

Years of Service	Percent
0-5 Years	42%
6-10 Years	22%
11-15 Years	13%
16+ Years	23%
Total	**100%**

Division	Percent
Administrative Services	12%
Community Services	43%
Educational Services	11%
Office of Inspector General	6%
Office of Policy and Planning	3%
Rehabilitative Services	18%
Other Office or Department	7%
Total	**100%**

Physical Location	Percent
Columbia Metro Area	56%
Outlying Area	44%
Total	**100%**

South Carolina Department of Juvenile Justice
Office of Policy and Planning
Research and Statistics Section
(803) 896-7538

Job Function	Percent
Administrative Specialist or Assistant	14%
Clinical or Medical	10%
Community Specialist or Case Manager	14%
Education	8%
Maintenance, Grounds / Dietary Services	3%
Program, Facility or Office Manager	5%
Security	21%
Supervisor or Manager	13%
Other Administrative Function	12%
Total	**100%**

Staff Development and Training Question Results

This section contains results of the Staff Development and Training specific questions of the survey.

Satisfied with Programs Offered?	Percent
Satisfied	47%
Somewhat Satisfied	31%
Not Sure	4%
Somewhat Dissatisfied	9%
Not Satisfied	9%
Total	**100%**

Are Current Programs Meeting Needs?	Percent
Satisfied	51%
Somewhat Satisfied	29%
Not Sure	4%
Somewhat Dissatisfied	8%
Not Satisfied	9%
Total	**100%**

Have the following barriers affected your ability to attend trainings?

Reason	Percent Yes	Percent No
Don't have time	26%	74%
Budget limitations	25%	75%
Not notified	9%	91%
Can't get approval	2%	98%
Courses offered are not relevant	21%	79%

The following two questions have been split into two groups for analysis: those who work into the Columbia metro area, and those who do not.

Has lack of transportation been a barrier to your attending training?

Work Location	Percent Yes	Percent No
Columbia metro area	0%	100%
Outlying area	6%	94%
Total	**3%**	**97%**

Has the location of training been a barrier to your attending training?

Work Location	Percent Yes	Percent No
Columbia metro area	7%	93%
Outlying area	47%	53%
Total	**24%**	**76%**

ATTACHMENT -C
(Customer-Service Survey)

#491

South Carolina Department of Juvenile Justice
Staff Development & Training Survey

As part of the Department's initiative to improve services we are seeking your thoughts and ideas about staff development & training opportunities. Please take some time to complete this survey and return it to the Office of Policy & Planning (Attention: T. Foley) at 1620 Shivers Road, Columbia, 29210 no later than July 22, 2005.

Sex ☐ Male ☑ Female

Race ☐ African-American ☑ Caucasian ☐ Hispanic ☐ Other _____

Years of Service ☐ 0-5 years ☐ 6-10 years ☑ 11-15 years ☐ 16 or more years

Physical Location ☐ Columbia metro area ☑ Outlying county/regional office, group home, or other facility

In what division or department do you work?

☐ Rehabilitative Services Division
☑ Community Services Division
☐ Administrative Services Division
☐ Other Office or Department _____
☐ Educational Services
☐ Office of Inspector General
☐ Office of Policy & Planning

What area best describes your job function?

☐ Security (Police, JCO, direct care staff)
☑ Supervisor/Manager
☐ Administrative Specialist or Assistant
☐ Clinical/Medical (social worker, nurse, psychologist, chaplain)
☐ Education (teacher, guidance counselor, principal)
☐ Community Specialist/Case Manager (intake worker, probation, classification)
☐ Program/Facility or Office Manager (county office, group home, institution)
☐ Maintenance/Grounds/Dietary services
☐ Other Administrative function (division/office or department head, information resource management, planning & development, human resource management, business, finance, training & development)

Are you satisfied with the training programs offered by the Department?

☐ Not Satisfied ☐ Somewhat Dissatisfied ☐ Somewhat Satisfied ☑ Satisfied ☐ Not Sure

What would you change? _____

_____

_____

Are you satisfied the training programs offered meet your needs?

☐ Not Satisfied ☐ Somewhat Dissatisfied ☐ Somewhat Satisfied ☑ Satisfied ☐ Not Sure

What other courses are needed? _____

_____

_____

(Over)

What barriers or impediments do you face when seeking training opportunities? (please check all that apply)

- ☑ Don't have the time
- ☐ Budget limitations
- ☐ Not notified
- ☐ Can't get approval from my supervisor
- ☐ Courses offered do not meet my needs
- ☐ Other, Explain _____
- ☐ Transportation
- ☑ Location of training

What specific skills or knowledge do you need to improve your job performance?

_____

_____

_____

What specific training opportunities should DJJ provide to help you become more effective on your job?

_____

_____

_____

Thank you for your time !