# Guidelines for the Development of Policies and Procedures

Juvenile Training Schools

April 1987

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AMERICAN CORRECTIONAL ASSOCIATION

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#### PREFACE

The <u>Guidelines</u> for the <u>Development</u> of <u>Policies</u> and <u>Procedures—Juvenile Training Schools</u> are intended to assist juvenile training schools that are developing, revising, or upgrading policies and procedures. Facilities seeking accreditation will find the <u>Guidelines</u> particularly helpful because the model policies are keyed to the <u>Standards</u> for <u>Juvenile Training Schools</u> published by the ACA with the Commission on Accreditation for Corrections. The <u>Guidelines</u> translate the <u>Standards</u> into specific administrative and procedural activities.

The <u>Guidelines</u> were created with helpful input from a number of juvenile staff members countrywide. Special thanks go to ACA staff members William J. Taylor, Project Director; Bradette A. Jepsen, Juvenile Program Specialist; Rosalie Rosetti, Senior Manager, Training and Special Projects; and Susan K. Alexander, Staff Assistant, who provided vital assistance in producing the final publication.

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#### INTRODUCTION

A small portion of the juvenile corrections population requires the services and programs found in secure residential facilities. To provide these juveniles with supervision and program activities which allow for individual growth and development, while recognizing the need for public safety, the juvenile training school must have and operate under policies and procedures based on sound standards.

Many facilities involved in reorganization and/or internal policy development have already indicated a need for sample policy and procedure formats. For these reasons, these guidelines have been developed specifically as a reference tool.

In format, these policies and procedures reflect the organization of the Standards for Juvenile Training Schools developed by the American Correctional Association (ACA); in content, they reflect the standards of the National Advisory Committee for Juvenile Justice and Delinquency Prevention, the standards of the American Correctional Association and the standards of the American Bar Association (Architecture and Corrections Administration). We suggest that facilities presently writing and/or expanding their own policies and procedures use a similar approach to format and content construction. (See Guide to Developing a Policy and Procedure Manual).

In addition to the reference cited, the ACA staff gathered and carefully reviewed existing information regarding juvenile training school agencies. At various stages of developing these guidelines, we asked our advisory board, composed of recognized authorities in the juvenile corrections rield, to review drafts and to make suggestions for improvement or change. Guidelines for the Development of Policies and Procedures — Juvenile Training Schools is intended to be a companion to ACA's Standards for Juvenile Training Schools.

#### Definitions

The terms "policy" and "procedure" are, by definition, distinct and specific.

/Policy/ answers the questions "why" and "what." A policy states the facility's philosophy and therefore determines its present and future decisions. It is a definitive statement of the facility's position on an issue of concern to the administration or to the operation of the facility.

/Procedure/ answers the questions "how." A procedure is a detailed, step-by-step description of the sequence of activities necessary for achieving a specific policy.

#### Structure of The Guidelines Manual

This publication contains three sections: 1) a Guide to Developing a Policy and Procedures Manual; 2) the "User's Key," and 3) sample policies and procedures.

The "Guide" is meant to be an aid to staff members responsible for developing or updating/upgrading a comprehensive policy and procedures manual. This "Guide" should be viewed as a set of suggestions - in terms of processes, writing style and format - based on the practical experience of many agencies, facilities and individuals. Each facility is encouraged to use it.

The "User's Key" is a detailed explanation of policy format. Additional sample heading blocks are also included.

The sample policies and procedures section make up the major portion of this publication and the standards that have been addressed are referenced on the first page of each policy.

#### "Sample" Facility

Since no one single set of sample training school policies can relate directly to all sizes and types of training schools, program staff created a "sample" facility and wrote specific policies and procedures geared to apply to that facility. These policies address a 100 bed facility. Facilities larger or smaller than 100 may adapt these guidelines by making appropriate adjustments to reflect their irdividual capacity. All of the sample documents, therefore, are applicable to a facility based on these assumptions.

- 1. A training school housing 100 juveniles.
- 2. A facility with an adequate staffing pattern, that is:
  - a) all positions required by the facility are filled and
  - b) a sufficient number of careworkers are present at all times ensuring that juveriles are never left unsupervised.
- 3. A facility with available separate sets of comprehensive manuals providing detailed instructions for operating most facility sections, i.e., accounting, procurement, food services, safety, personnel, security, etc.

The titles used in the samples were selected after reviewing many policy and procedure manuals from various juvenile training schools. In these samples, the Parent Agency is the controlling body of the facility, responsible for financing and coordinating the Chief Administrator is responsible for the organization and day to day management. A similar approach was used to develop a "typical" organizational chart (See 1.5). Sample forms (and in some instances, several variations of the same form) have been attached to the policies as guides to the types of forms required for local use.

#### Conclusion

As a management tool, a policy and procedure manual gives direction to staff and promotes efficiency and consistency of operations within the framework of over all facility philosophy.

Publications used in developing these Guidelines:

- o American Correctional Association, Standards for Juvenile Training Schools (College Park, Maryland, 1983).
- o U.S. Dept. of Justice, Office of Juvenile Justice and Delinquency Prevention, Standards for the Administration of Juvenile Justice, Report of the National Advisory Committee for Juvenile Justice and Delinquency Prevention (Washington, D.C.: U.S. Government Printing Office, 1980).
- o Institute of Judicial Administration, American Bar Association, Juvenile Justice Standards, Standards Relating to Architecture of Facilities (Cambridge, Massachusetts: Ballinger Publishing Co., 1980).
- o Institute of Judicial Administration, American Bar Association, Juvenile Justice Standards, Standards Relating to Corrections Administration (Cambridge, Massachusetts: Ballinger Publishing Co., 1980).
- o National Fire Protection Association, Fire Codes, 470 Atlantic Avenue, Boston, Massachusetts 02210.

#### A GUIDE TO DEVELOPING A POLICY

AND

#### PROCEDURES MANAUAL

#### I. INTRODUCTION

This resource manual has been prepared to guide training schools in developing their own comprehensive policy and procedures manuals. This guide will address the pertinent questions: who, what, why, when, where and how.

WHAT is a Policy and Procedures Manual:

- o A management tool directing staff behavior by communicating the facility's philosophy and work plan.
- o An aid in promoting consistency, efficiency and professionalism in staff performance by standardizing facility responsibilities.
- o A mechanism for introducing new ideas and concepts to the staff.
- o A mechanism for transferring authority and responsibility for accomplishing facility goals and objectives to the staff.
- o A foundation for comprehensive staff training and development programs.
- o A form for documenting facility defense against juvenile-initiated court action. (In fact, the courts have ruled that the absence of written policies and procedures is as a point of law "gross regligence and shifts the burden of proof..." to the facility administrator.)
- o A prerequisite to achieving accreditation status by the Commission on Accreditation for Corrections.

Developing a policy and procedures manual is not a matter of simply writing down what the facility does and how it does it. Rather, it is a systematic process of self-evaluation, research and analysis and presenting that information in a style and format which encourages its use. Initially, developing a useful manual may require three to six months to accomplish and may involve every functional facility section and every facet of its operation.

Because of the diversity which exists among juvenile training schools, developing a resource manual that is universally applicable would be impossible. The information contained in this manual, therefore, should be considered general guidelines for policy and procedure development rather than hard and fast rules. Each facility is encouraged to use only that information which is relevant and implementable.

#### II. DEFINITIONS

POLICY: A definitive statement of the facility's position on an issue of concern to the administration or operation of the facility.

PROCEDURE: A detailed, step-by-step description of the sequence of activities necessary for achieving a specific policy.

In general, a policy reflects the facility's philosophy about a particular issue. It defines WHAT the facility intends to do on a consistert basis and WHY the facility intends to take the defined action. A procedure, on the other hand, describes sequentially, HOW and inherent in such a description, WHO, WHEN, and WHERE - the facility intends to implement the policy.

Policies and procedures may apply to:

- THE FACILITY AS A WHOLE Example: A policy about the facility's non-discriminatory admission criteria and services provided to juveniles.
- o ONE FUNCTIONAL SECTION OF THE FACILITY Example: A policy and procedure(s) about the methods used by Food Service staff in preparing meals for juveniles pertains only to the Food Service section.
- o TWO OR MORF FUNCTIONAL SECTIONS OF THE FACILITY Example: A policy and procedure(s) about the transportation of juveniles to activities conducted by the Program section may affect both Management Services and Program Operations.

o THE FACILITY OR ONE OR MORE OF ITS FUNCTIONAL SECTIONS AND EXTERNAL AGENCIES OR ORGANIZATIONS - Example: A policy and procedure(s) about providing educational programs for juveniles by the local school district may affect both the Program and Management sections of the facility and the local school district, an external organization.

#### III. STAFF INVOLVEMENT IN DEVELOPING POLICIES AND PROCEDURES

To ensure acceptance and successful implementation, as many staff members as possible should be included in the policy and procedure development process. In fact, if this project becomes all inclusive:

- o The staff will have a personal investment in the policies and procedures and will feel a sense of responsibility for ensuring their implementation.
- o The staff will not only understand the policies and procedures because they helped to develop them but they will also be aware of the alternatives that were considered and reasons why they were rejected.
- o The facility can capitalize on the staff members' collective knowledge and expertise (which, if tapped, can increase the practical quality of the policies and procedures significantly).

#### A. TASK FORCES

Perhaps the best method of involving large numbers of staff in the policy and procedure development process is formulating structured task forces. In large measure, the number and types of task forces necessary depends on the size and complexity of the facility. Every effort, however, should be made to ensure that all sections are included. The primary work in the process of policy and procedure development should be assigned to a task force chairperson (or coordinator) and include:

- 1. Identifying policy and procedure topic items.
- 2. Collecting and analyzing available resource documents related to specific policy issues.
- 3. Dividing task among sections.

- 4. Developing initial and subsequent drafts of policies and procedures.
- 5. Validating the accuracy and sequencing of procedural steps.
- 6. Formatting the completed manual.

At a minimum, the following task forces are needed:

- o ADMINISTRATION The Administration Task Force should be responsible for developing policies and procedures directly related to:
  - o Ceneral facility administration.
  - Fiscal affairs, including purchasing.
  - o Personnel services.
  - o Public information.
- o SUPPORT SERVICES The Support Services Task Force should be responsible for developing policies and procedures directly related to:
  - o Food services.
  - o Health Care Service.
  - o Laundry.
  - o Supplies and storeroom.
  - o Maintenance.
  - o Communication: Mail, visiting, telephone.
- o PROGRAMS The Programs Task Force should be responsible for developing policies and procedures directly related to:
  - o Court liaison.
  - o Intake reception and classification.
  - o Programs, including counseling, religious, educational, recreational, and vocational services.
  - o Transfer and Release preparation.
  - c Citizen involvement.

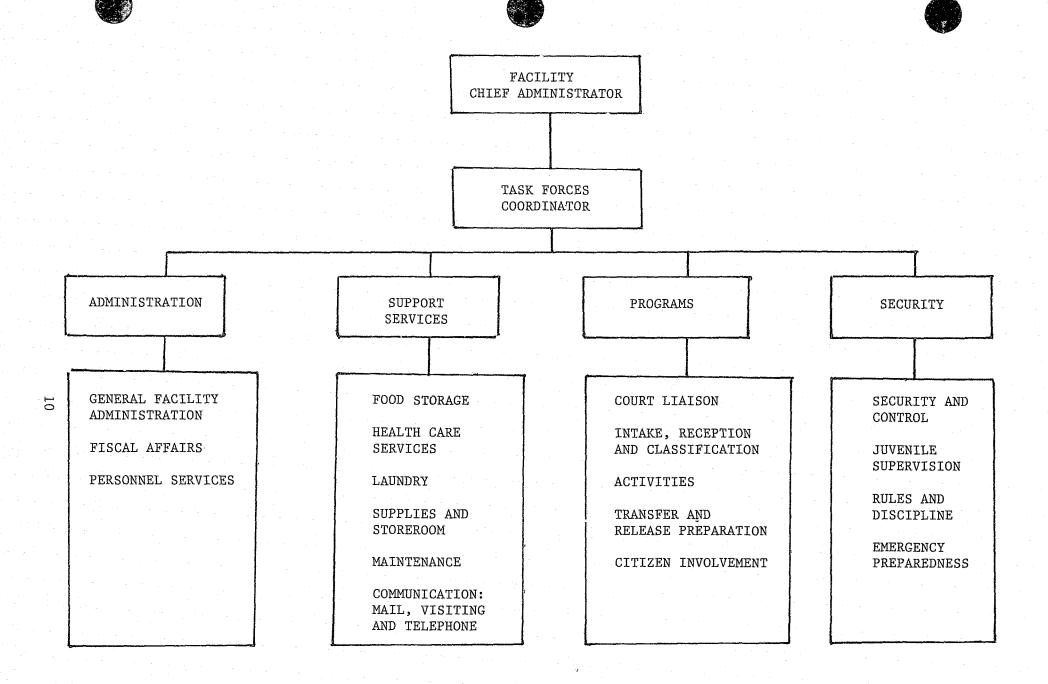


FIGURE 1: Policy and Procedure Task Forces Organizational Chart

- o SECURITY The Security Task Force should be responsible for developing policies and procedures directly related to:
  - o Security and Control.
  - o Juvenile Supervision.
  - o Rules and Discipline.
  - o Emergency Preparedness.

Figure 1 represents a model organizational chart for the policy and procedure task forces.

#### B. THE NATURE OF TASK FORCES

The task forces coordinator is the single most important person in the policy and procedure development process. He/she serves as the central nervous system for the process - receiving and providing information, facilitating communication between the task forces, setting and enforcing work schedules as well as deadlines for deliveries.

Above all, the coordinator integrates the products of the various task forces into a policy and procedure manual that is uniform in style and format.

Members of each task force should be selected based on their knowledge, expertise, and willingness to serve rather than on their relative positions in the facility. The size of each task force should be limited to a manageable number. Individuals, however, may serve on more than one task force. In smaller facilities, individuals from outside the facility, who represent agencies or organizations associated with the facility, may be asked to serve on the task forces to augment facility staff. Care should be taken, however, to ensure that such individuals are knowledgeable about the activities of the functional sections included in the task forces on which they will serve.

While the use of task forces represents the most effective method of involving staff in the policy and procedure development process, other methods are also available. Policies and procedures may be for soliciting input from the section staff by assigning specific topic items to individuals or groups of staff members. The sections supervisor would then be responsible for taking the materials developed by his/her staff and preparing the final policy and procedure drafts, adding his/her substantive input. As another alternative, policies and procedures may be developed by the administrative staff members, with the first drafts submitted to staff for review and comment prior to final involvement. This is essential to the ultimate success of the policy and procedure manual.

#### IV. DEVELOPING WRITTEN POLICIES AND PROCEDURES

#### A. POLICY AND PROCEDURE CONTENT

The next step in the process is to decide what topic areas are to be covered, beginning with broad subject areas within these specific topics. Since the development of a new or upgraded manual provides an opportunity for taking stock, the manual must not be limited to only a sanctioning of existing practices which sometimes are based on outdated directives and memoranda and/or do not take into account the major advances that have occurred (and will continue to occur) in corrections and/or they may not adequately reflect facility philosophy.

Established practice, however, is an important source of information for procedural content - and to a lesser degree, policy content - because it reflects the operational realities of the facility. Practice, in fact, is procedural in nature; the distinction between policies and procedures is often lost if established practice becomes the only source of content.

Properly developed policies and procedures must not only reflect established practice, but also legal and professional requirements and the philosophy of the facility.

#### 1. Legal and Professional Requirements

Since the late 1960's, the courts - through their decisions and orders, and various corrections-related agencies through standards they have developed, have drastically changed the philosophy, ethics and practice of the profession.

Consequently, all policies and procedures being written must reflect these current legal and professional requirements.

Among the resource documents reflecting the "state of the art" for input on policy and procedure centent are:

- a. Court decisions and orders— which determine legal requirements for facility operations. Since various courts rule differently on particular issues, it is advisable to rely heavily on decisions made by state and federal courts in one's own or neighboring jurisdictions.
- b. State statutes and administrative rules and regulations applicable to the operation of training schools.

- c. National and state corrections standards:
- o The A.C.A. Standards for Juvenile Training Schools a comprehensive resource document containing discussions of rationale for each standard.
- o Report of the National Advisory Committee for Juvenile Justice and Delinquency Prevention.
- o The American Bar Association (Corrections Architecture of Facilities and Corrections Administration).
- o The American Medical Association.
- o The National Sheriff's Association.
- o The Office of the U.S. Attorney General.
- o "Model" policy and procedures manuals from the American Correctional Association, other states, agencies or facilities.
- o National and state fire safety, sanitation, health and building codes.

Although some of these documents may not be pertinent to your particular facility, they should be viewed as an integral part of the on-going growth of the facility. They should, in fact, be reviewed and analyzed in depth before any attempt is made to use them in the development of policies and procedures. These documents (or portions of documents) found to be applicable and implementable should be used as a point of reference to ensure the consistency of the particular policy or procedure with legal and professional requirements.

#### 2. Facility Philosophy

Unfortunately, few directors take the time to formally write out statements of their philosophies for the operation of their facilities or to communicate these statements to their staffs. As a result, facility operations are sometimes fragmented and inconsistent and staff members become frustrated because they lack a clear, everall picture of the purpose of the facility and their roles in the fulfillment of that purpose.

The same holds true for the development of policy statements. Without a philosophy statement to provide overall focus, the policy and procedure manual will, in all probability, contain policies which lack direction and are contradictory, resulting in confusion in their implementation.

The facility philosophy statement is essential to the proper development of policy statements because it defines:

- o The purpose of the facility.
- o The facility's responsibility to its juvenile population and other major constituencies, including the community, local government, social agencies and other departments of the local criminal justice system.
- o The direction in which the facility is (or should be) headed.

In developing a philosophy statement, the following criteria should be used:

- The philosophy statement must be sufficiently broad in nature yet provide direction. It must, for example be general enough to encompass all organizational activities but specific enough to address the facility's major responsibilities of security, safety and service and reflect professional, ethical and constitutional standards.
- o The philosophy statement must be realistic and attainable. This criterion is especially important when addressing the direction in which the organization is headed.
- o The philosophy statement must be worded positively; its meaning must be concise, clear and unmistakable.

The philosophy statement should be developed and distributed to staff prior to the intiation of any effort to develop policies and procedures. It should be the primary point of reference for all policy development; each policy, in fact, should be reviewed for its consistency with the philosophy statement.

#### B. POLICY AND PROCEDURE CONSTRUCTION

Policies and procedures are not classic works of literature but, rather useful statements which communicate the facility's philosophy and work plan. The policy and procedure writer, therefore, needs only an ability to write in a style which is readable, easily understood by staff, and consistent from policy to policy and from procedure to procedure. The most effective policies and procedures are those whose larguage is direct, relatively simple and precise.

#### I. Policy Construction

- a. The policy statement should indicate what action is to be taken in the precise policy topic area. (Exactly how the action is to be performed should appear in the procedures).
- b. The statement should include the rationale for the policy
- c. To be clear as well as concise, the following stylistic guidelines should be followed:
  - (1) Policy statements should be written in complete sentences.
  - (2) They should be direct and simple. Several short sentences are preferable to long, complex sentences.
  - (3) Simple present tense or future tense, is preferred.
- d. Policy statements should be general but directive. In limited instances, an information item, such as specific time or location, is of such importance to the comprehension of the policy that it must be included in the policy statement. In most instances, however, such detail should be left out of the policy statement and included in the attendant procedure(s).
- e. Policy statements must be clear and unmistakable in their meanings. The best way to determine whether the meaning of a policy statement is clear is to have several individuals read it and state in their own words what they perceive the statement to mean.

#### 2. Procedure Construction

Like the policy statement, procedures should describe specific actions concisely and clearly and be written with simple, direct sentences in present and future tense. As procedures usually involve a series of actions to be performed by certain responsible persons and under certain circumstances, the following considerations should be taken:

- o A procedure cannot exist without a policy. Procedures implement policy; they cannot, exist independently.
- o Be sure steps involved in completing the action are listed in the order in which they occur. A common error in developing procedures is to order the steps by the individuals or functional section(s) responsible for their completion. Unfortunately, in this format, the flow of the procedure is lost, increasing the chances of a mistake in completing the procedure.
- c Indicate the individual by title or operational section responsible for the action(s) described in the procedure. Inclusion of this information fixes responsibility for the completion of the procedure and minimizes the recriminating behavior which often occurs when a mistake is made.
- c Indicate time(s) and location(s) relevant to the operating procedure. If precise information cannot be given, some references should be made to indicate approximate or relative time(s) and locations(s).
- o If relevant, list precise form(s) to be completed. Identify forms both by name and number.
- o Identify modes of communication. In most procedures, some form of communication written, verbal, telephone, radio, intercom, etc. occurs in one or more of the procedural steps. In instances in which communication occurs between staff and juvenile, also indicate, in general terms, what the staff is to communicate.

#### C. POLICY AND PROCEDURE FORMAT

As previously indicated, the task force coordinator must consolidate all constituent policies and procedures and assure that they are issued in a clear, useful and attractive manual format.

J. Final Format: Since the manual will be used by all staff as a source of quick and frequent reference and will be changed periodically in parts, the following format may be most practical:

#### a. Manual format

- (1) Manual pages are put in three-ring binders.
- (2) Manual chapters (and other main parts such as an appendix) are separated by cardboard dividers, with tabs (preferably color coded) identifying the chapter by number and title.
- (3) Each manual is numbered so that central office can record the persons or section to whom a copy has been issued.
- b. Document format: Many variations in format may be used to present the policy statement and procedures. Certain elements and facts should be included in any format selected to provide the reader with adequate information which can be placed in a masthead or in the body of the document:
  - (1) A classification/policy number which identifies and separates each policy and procedure.
  - (2) A date to indicate when the policy was issued.
  - (3) An indication of whether the policy/procedure supersedes another policy/procedure document, memorandum or directive.
  - (4) A chapter title which covers a particular area such as "Budget and Financial" or "Personnel."
  - (5) A subject title which describes or identifies the specific subsection of the chapter such as "Budget Request and Justification" or "Personnel Records."
  - (6) A signature which indicates that the policy/procedure has the approval of an issuing authority.
  - (7) A citation which references the official document, law, regulation or opinion (including the specific article, chapter, section, etc.) that services as the foundation of the policy. The appropriate authority for the policy could be a state law, regulation or guideline, a court decision or attorney general's opinion, or an executive order.

- (8) A briefly stated purpose or goal of the policy.
- (9) An indication of the division, department or personnel to whom the policy is directed.
- (10) A list of definitions which provide explanations for key terms and phrases which have a specific meaning in the policy/procedure or which could be misinterpreted.
- (11) An implementation schedule or statement which indicates when the policy will be put into effect and the frequency of review and updating.
- 2. Organization and Content of Manual
  - a. The task force determines the sequencing of the policies and procedures chapters, making sure that these correspond to functional sections within the facility. Chapters may be preceded by a table of chapter contents for easy reference.
  - b. Folicies and procedures may include additional materials of general, administrative interest such as organizational charts, personnel rules and regulations, copies of relevant forms to be shared with all staff, etc. These optional addenda should be carefully selected so that the manual does not become a catch-all of miscellaneous, and only marginally valuable materials.
  - c. When the manual chapters and other materials have been put in proper sequence, a table of contents should be written for the ertire volume and a title page designed.
  - d. The manuals may include a "Revision Record" form by which the responsible person keeps track of changes made. The following format may be used.

	Revision No.	Date Inserted	Initials
1.			
2.			

#### V. IMPLEMENTATION OF THE POLICY AND PROCEDURE MANUAL

The successful implementation of a policy and procedure manual depends on several key activities. Failure to accomplish any one of the activities discussed below could significantly affect the use of the manual.

- A. FINAL REVIEW OF CONTENT: When the manual has been assembled final review of a few copies should be made.
  - 1. Validation and testing procedures should be conducted.
  - 2. Review by experts from within the facility as well as outside is advised. This is consultant time well used.
  - 3. It is also productive to share the draft with other facilities for commentary.
  - 4. Legal assistance ensuring that the policies and procedures are in conformity with the law is indispensible to this process.
- B. SUBMISSION FOR FINAL AUTHORIZATION: When task force members are satisfied with the final draft, the policies and procedures manual is submitted to the appropriate authorities for approval.
- C. DISTRIBUTION OF MANUAL: For the policy and procedures manual to serve its purpose, it must be made easily accessible to all facility staff and other relevant parties. A small facility may find it feasible to issue a copy to each staff member. In most cases, however, the cost involved prohibits facility wide issuance. At a minimum, the following distribution should be made:
  - 1. Each functional section should receive a copy, issued the section chief who assures staff accessibility.
  - 2. Each agency with a direct working relationship with the issuing facility should receive a copy.
  - 3. Several copies centrally located should be on hand for public use.

A log should be kept in the central office indicating the number, recipient and location of each manual.

- D. TRAINING OF STAFF: A comprehensive training program should be developed to ensure that all staff become familiar with those agency policies and procedures directing them in their assigned responsibilities. It should be designed to provide:
  - 1. Initial as well as on-going training.
  - 2. General as well as specific training.
  - 3. Classroom as well as hands-on experience.
  - 4. Required levels of achievement (established by tests).

#### VI. MONITORING, ENFORCING AND MAINTAINING THE MANUAL

A system of monitoring the staff's compliance with policies and procedures should be developed to ensure the policies and procedures will have their intended effect. Sanctions for non-compliance should be built into the personnel policies of the facility.

The policy and procedures manual must be treated as a living organism, responsive to change, growth and refinement. To ensure that it continues to reflect current facility philosophy and goals, viable operational procedures and up-to-date legal considerations, the manual must be reviewed and revised as needed--both periodically and on an ad hoc basis.

- A. ESTABLISH PROCEDURES FOR PERIODIC REVIEW OF ENTIRE MANUAL: The entire manual should be reviewed annually. The following should be considered.
  - 1. Policies and procedures which have proved to be unclear, inconsistent, or untenable should be rewritten.
  - 2. Policies and procedures which have become outdated should be removed.
  - Policies and procedures should be added, as needed, to reflect new or expanded facility operations and practices.

- B. ESTABLISH PROCEDURES FOR CHANGES IN THE POLICIES AND MANUAL ON AN "AS NEEDED" BASIS: In a healthy facility, operations are in a continuous stage of growth and change. Provisions should be made for changing relevant sections in the manual as soon as a policy and/or procedure has been modified, removed or added.
- C. ESTABLISH PROCEDURES FOR STAFF RECOMMENDATIONS FOR REVISIONS: An involved and knowledgeable staff is one of the best scurces for input into the on-going policies and procedures development; steps should be taken to ensure that staff recommendations will reach and be acted on by the proper authority.
- D. ESTABLISH STAMDARD PROCEDURE FOR CHANGES IN MANUAL: A standard procedure should be developed for all manual changes. Revised-standards procedure should be developed for all manual changes. Revised policies and procedures should be issued in the same format used in the manual and be distributed to all manual holders with instructions about:
  - 1. Page(s) to be removed.
  - 2. Location for new page(s) inserts.
  - 3. Effective date of change in policy and/or procedure.
- E. FSTAFLISH PROCEDURES FOR NOTIFYING STAFF OF CHANGES IN THE MANUAL: All staff must be notified immediately when changes in policies and procedures occur. Since often a section, rather than each staff member, has been issued a manual, bulletins should be distributed to inform all staff as pages in the manual are revised, removed or added.

# USER'S KEY For Juvenile Training Schools Policies and Procedures Samples

#### INTRODUCTION

To provide easy reference, editorial clarity and consistency, Program staff have used a standard format in writing each policy. This format and the titles used in the sample organization chart, however, are not suggested as the best for each facility. Several heading blocks, therefore, have been included to provide a variety of alternatives.

#### THE AGENCY HEADING BLOCK

- A. The Justice Logo (or your state logo) identifies the publishing facility, accompanied by other publication identification.
- B. The policy number identifies both the chapter number and the policy within the chapter. For example, 2.7 means Chapter 2, Policy #7.
- C. Pages indicates the number of pages included in one policy.
- D. Chapter indicates the general subject matter or chapter title.
- E. Related standards includes a listing of each standard covered within the policy.
- F. Subject provides a general description of the policy content.

A Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number Pages  B C
Chapter:	Related Standards:
D	E
Subject:	
<b>F</b>	

#### SAMPLE HEADING BLOCK C

1. Top of each individual page of document

State Seal	·	Department		Document Number	Page of
			:		
Subject:					

2. Bottom of each individual page of document

1		
Chapter:	Amendment No.:	Effective Date:
1		

#### Top of each subsequent page of policy

	Chapter	Subject	Policy #	
ſ				
				Page of

#### Bottom of last page of policy

Effective Date	Approved By:

#### THE CATEGORIES USED

Each policy document is divided into three distinct sections: the Policy itself, Definitions and Procedures.

#### I. Policies

The policy statement is the focal point of each document. It must be stated clearly and concisely. Usually, it contains two parts: 1) the reason for the policy and 2) the policy itself. Although the length of policies will vary, they should not exceed two paragraphs. In many manuals, procedural steps tend to be included in the policy, making it difficult to understand and retain. Standards from the National Advisory Commission for Juvenile Justice and Delinquency Prevention, the American Correctional Association and the American Bar Association were used jointly to develop these guideline policies.

#### II. Definitions

Because some terms are unique to the correctional field and/or may be interpreted in more than one way, a section for definitions is necessary to clarify explanations and to reduce confusion or misinterpretation on the part of the new staff member.

#### III. Procedures

The procedure statements describe who, when, where and how the policy will be implemented. Statements are detailed, sequential, step-by-step descriptions of the activities needed to implement the policy.

#### SAMPLE HEADING BLOCKS

The variety of heading block formats is unlimited. The following samples are typical of information frequently used in policy and procedure manuals.

#### SAMPLE HEADING BLOCK A

	Policy Memorandum		Statement Number
Subject:			
			Date Issued:
	Man		Date Revised:
This Policy Memorandum V	Vill Become Effective:	<b>D</b>	

#### SAMPLE HEADING BLOCK B

Department State	Statement Number:	
Seal	Subject:	
Date of Issue:	Issuing Officer:	
	Special Implementing Orders:	Completion Date:
Date of Scheduled Review:	Training:(assigned to)	Date
Review to be Accomplished By:Name of Staff	Construction: (assigned to)	
	Additional Instructions to be Issued By:	

# CHAPTER 1

3

# ADMINISTRATION, ORGANIZATION AND MANAGEMENT

#### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-8017, 2-8019, 2-8029, 2-8030, 2-9001, 2-9003, 2-9004, 2,9006, 2-9007, 2-9011, through 2-9018, 2-9022 through 2-9025, 2-9028 through 2-9036, 2-9174, 2-9190, 2-9190, 2-9197, 2-9382, 2-9383, 2-9388, 2-9390

National Advisory Committee Standards In. M-1, 1.1, 1.11, 1.22, 1.29, 1.126, 1.429, 2.31, 3.131, 3.134, 4.2, 4.4, 4.21, 4.44, 4.213, 4.214, 4.2121, 4.2122

American Bar Association Standards 1.2, 2.1, 2.2, 4.2, 7.1, 7.11

The policies are about establishing the facility, assigning management authority and developing a framework for facility programing and relationships with the community.

When developing policies and procedures for a facility, the parent agency must decide the level of central administrative control desired and the degree of managerial latitude to be extended to the Chief Administrator. The sample policies, therefore, establish broad outlines leaving more detailed operational procedures to the Chief Administrator and his/her staff.

Chap	ter:

# Sample Policies and Procedures

JUVENILE TRAINING SCHOOLS

Policy Number

Pages

1.1

6

ADMINISTRATION. ORGANIZATION AND MANAGEMENT

# Subject:

Establishing the Facility and Delineating its Mission

#### Related Standards:

ACA: 2-9001 - 2-9003, 2-9006, 2-9007, 2-9028 - 2-9033.

2-9035, 2-9036

NAC: 1.1, 4.2, 4.21, 4.213

ABA: 1.2, 2.1, 2.2, 7.11

- I. POLICY: This facility is established to provide secure residential care to juveniles who have been committed by the juvenile or family court. This care includes both supervision and programs. Specifically the facility shall:
  - A. Provide for the juvenile's basic needs, such as shelter, food, clothing and medical care.
  - B. Prevent the abridgement of the juvenile's legal rights during his/her stay at the facility.
  - C. Provide for physical, emotional, religious, educational, vocational and social needs of juveniles residing in this facility.
  - D. House the juvenile in a safe, humane environment, maintaining the level of security necessary to prevent escape and assure that juveniles live free of fear of assault or intimidation by staff or other juveniles.
- II. <u>DEFINITION</u>: As used in this document, the following definitions shall apply:
  - A. Parent Agency: The controlling body of the facility responsible for coordinating the juvenile training school.
  - B. Chief Administrator: Responsible for organizing and managing the facility. His/her responsibilities include fiscal management, personnel management, management information and research, medical and health care services and inter/intra-facility communication.
  - C. Classification Team: Responsible for preparing a comprehensive assessment report. The classification team shall be composed of a counselor, a juvenile careworker, educational staff, medical staff, and a psychologist.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI-	Establishing the		
ZATION AND MANAGEMENT	Facility and Delineating its Mission	1.1	Page 2 of 6

- A. Legal Establishment:
- The facility or its parent agency has a governing authority.
  - The facility operates under a state law, local ordinance, constitution, or articles of incorporation that meets all of the legal requirements of the governmental jurisdiction in which the facility is located.
  - 3. The facility has bylaws or regulations, approved by the governing authority, filed with the appropriate local, state and/or federal body. At a minimum, the facility bylaws or regulations include:
    - a. Membership (types, qualifications, community representation, rights, duties.).
    - b. Size of the governing body.
    - c. Method of selection.
    - d. Terms of office.
    - e. Duties and responsibilities of governing officers.
    - f. Times authority will meet.
    - g. Committees.
    - h. Quorums.
    - i. Parliamentary procedures.
    - j. Recording of minutes.
    - k. Methods of amending the bylaws.
    - 1. Conflict of interest provisions.
  - 4. If services for adult and juvenile offenders are provided by the same parent agency:

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI-	Establishing the Facility and Delineating its Mission	3 1.1	Page 3 of 5

- a. The statement of philosophy, policy program and procedure shall distinguish between criminal codes and the statutes which establish programs for juveniles.
- b. A separate service delivery system for juveniles shall exist.
- 5. The facility or its parent agency has identified, documented and publicized its tax status with the Internal Revenue Service.
- B. Development and Management: The Chief
  Administrator shall develop and manage all phases of
  the facility within parameters established by law and
  the parent agency. The Chief Administrator in
  cooperation with the parent agency shall develop a
  mission plan for the facility's purpose, practice,
  current legal regulations (such as court decisions
  and state statutes) and professional requirements
  (such as national and state standards). Training
  schools for juveniles are separate and distinct from
  correctional facilities for adults; this separateness
  implies that the juvenile's experience should be
  different from that which he/she might have in an
  adult institution.

The mission statement also shall include the facility's long range goals about:

- 1. Facility philosophy for:
  - a. Purpose of secure residential care.
  - b. Secure custody of juveniles (while maintaining their right to live free from fear of assault and intimidation by others).
  - c. Legal rights of juveniles residing in a secure facility (listing specific procedures for preventing violation of these rights).
  - d. Physical and psychological care of juveniles (including shelter, food, clothes, etc.).

Chapter	Subject	Policy #	
. ADMINISTRATION, ORGANI ZATION AND MANAGEMENT	Establishing the Facility and Delineating its Mission	1.1	Page 4 of 5

# 2. Facility programs in:

- a. Diagnosis and Prescription: The classification team shall:
  - (1) Assess the juvenile's strengths and weaknesses through the use of a variety of screening techniques and information received from the juvenile court.
  - (2) Identify any difficulties experienced by the juveniles in school and develop an educational plan designed to improve the juvenile's academic performance.
  - (3) Arrange for or perform any specialized medical and/or psychological testing deemed essential or court ordered.
  - (4) Develop and periodically review an individual program plan for the juvenile.

# b. Education: This program shall:

- (1) Provide an educational experience that attempts to replace patterns of failure with a sense of achievement.
- (2) Provide educational services and encourage juveniles to continue their education.
- (3) Provide occupational and vocational counseling emphasizing the skills, knowledge, habits, and attitude required for employment.
- (4) Introduce community resources to the juveniles.
- (5) Include special education services.

Chapter	Subject	Policy #	
. ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Establishing the Facility and Delineating its Mission	g 1.1	Page 5 of 6

# c. Counseling: This program shall:

- (1) Provide a broad range of individual and group counseling services.
- (2) Be coordinated with the overall facility rehabilitation program.
- (3) Include a structural context for interaction among juveniles and staff; for example, a token economy.
- (4) Attempt to fit the available services to the unique needs of each juvenile.
- (5) Refer to outside resources as needed.

#### d. Vocational: This program shall:

- (1) Provide the juvenile with a comprehensive introduction to the world of work.
- (2) Include on-campus and off campus introduction to the world of work.
- (3) Whenever possible use community resources.
- (4) Be a part of the juvenile: individual program plan.

### e. Recreation: These programs shall:

- (1) Provide activities that upgrade the juvenile's self concept through developing personal skills and aptitudes and providing opportunities for achievement and success.
- (2) Provide activities that expend energy and allow physical and psychological release for the juvenile.

1	Chapter	Subject	Policy #	
	ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Establishing the Facility and Delineating its Mission	1.1	Page 6 of 6

# C. Annual Review:

The mission statement that describes philosophy, goals and purpose of the facility, shall be reviewed and updated at least annually to reflect changes in secure residential care for juveniles.

Effective Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 4
Chapter: ADMINISTRATION, ORGANIZATION AND MANAGEMENT	Related Standards: ACA: 2-9023, 2-	9034, 2-9035
Subject:	NAC: 1.22, 4.24	
Coordination with Community Agencies and Educational Institutions	ABA: 4.2, 7.11	

- I. POLICY: The Chief Administrator shall coordinate planning efforts with community related groups and service providers to assure maximum use of available resources for juveniles placed in the facility. He/she shall also cooperate with other departments, divisions and agencies of the state, its political subdivisions and municipalities, as well as appropriate private agencies and organizations, to assist in providing necessary services for those juveniles who are in secure residential care.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. <u>Community Based Programs</u>: Programs for juveniles which are outside the facility.
  - B. Educational Pesources: Public school boards, colleges and other institutions of higher learning and/or individual school programs or services offered to non-institutionalized youth.
- III. PROCEDURES: The facility Chief Administrator shall make every effort to help the juvenile maintain as close a tie with the community as is possible.
  - A. Coordination with Community Based Programs and Services:
    - Maintaining ties with the community should include:
      - a. Opportunities for the juvenile to visit with family and friends.
      - b. Involvement in appropriate community activities.

Chapter	Subject	Policy #	
r adriinidinalion ongan-	Coordination with Com- munity Agencies and Educational Institutions	1.2	Page 2 of 4

- c. Permitting volunteers from the community to work directly (under supervision) with the juveniles.
- d. To the extent possible, fully using community services and resources and not duplicating them at the facility.
- e. Sharing facility resources with the community.
- 2. A Citizen's Advisory Board should be appointed by the Parent Agency. The members shall be a representative group of citizens who are active in community affairs and have a broad background in juvenile welfare interests. Varying degrees of responsibility are delegated to the Advisory Ecard including evaluating, advising, recommending and supporting policies and procedures that are in the best interest and general well-being of the juveniles. Its specific functions are:
  - a. To evaluate existing programs and funding needs.
  - b. To assist in securing needed funds from governmental sources, etc.
  - c. To provide input about juvenile correctional facility decisions affecting the public.

### 3. Interagency Cooperation:

A. Since the operation of a facility both affects and is affected by other agencies within and outside the juvenile justice system, an information sharing mechanism shall be established to maintain contact with advisory committees, justice councils, state and regional planning organizations and other community resources.

Chapter	Subject	Policy #	
ZATION AND MANAGEMENT	Coordination with Com- munity Agencies and Educational Institutions	1.2	Page 3 of 4

- b. General guidelines and procedures for referral shall be developed in cooperation with the juvenile court, intake staff, and the community-based program. These guidelines and procedures include the conditional and unconditional release of juveniles to these programs, payment for services, emergency use, etc. These agreements shall be monitored and updated as needed or at least on an annual basis.
- c. Since systematic planning with funding agencies and timely reviews with regulatory agencies are important to the continuity of service, the facility will be in continuous communication with these agencies and will have filed, copies of all communications, including required reports and reviews.

# 4. Facility and Community Based Programs:

- a. The facility Chief Administrator in conjunction with the state agency shall develop and maintain a current inventory of all state and local juvenile justice and delinquency prevention services. This inventory would aid the facility's planning process by both identifying existing programs and determining program needs.
- b. The facility Chief Administrator shall keep an updated file on available community based programs and services which can be used as referral sources for youth whose circumstances do not (or no longer) require secure confinement.

# B. Coordination of Educational Resources:

1. Based on assessments of the juveniles' educational needs and problems, the state or local educational institution shall be notified of the general educational service needs of this population, as well as special cases requiring remedial assistance. Notification will be made in time to assure that annual budgetary planning and fiscal arrangements can be made to assure effective delivery of educational support services.

Chapte	P .	Subject	Policy #	
ADMINISTRATION ZATION AND MAN	AGEMENT	Coordination with Com- munity Agencies and Educational Institutions	1.2	Page 4 of 4

- 2. The facility shall collaborate with local colleges and universities in programs of mutual concern. A specified facility staff member shall be designated to initiate and maintain contact with these institutions.

  Qualified persons from these institutions shall:
  - a. Serve as advisors for policies and facility programs.
  - b. Arrange special training conferences and seminars when appropriate.

Estective	Date	Approved By:	

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pnges 2
Chapter: ADMINISTRATION, ORGANIZATION AND MANAGEMENT	Related Standards: ACA: 2-9004	
Subject: Establishment of Facility Director and Defining Criteria for Selection	NAC: 1.429	

- I. POLICY: A Chief Administrator shall be appointed to manage the facility and shall operate the facility in accordance with state and federal laws, parent agency policies, executive orders and judicial decisions.
- II. <u>DEFINITION</u>: As used in this document, the following definition shall apply:

Eachelor's Degree: A degree given by a college or university to a person who has successfully completed a four year course program.

# III. PROCEDURES:

- A. Appointment of the Chief Administrator: The appointment shall:
  - 1. Be made by the authority having jurisdiction.
  - 2. Be made from the best qualified group of applicants with the following minimum qualifications:
    - a. A bachelor's degree in an appropriate discipline.
    - b. Two years of experience working with juveriles.
    - c. Three years of related administrative experience.

### B. Skills of Chief Administrator:

1. The Chief Administrator shall be skilled in management and planning.

į	Chapter	Subject	Policy #	
	ZATION AND MANAGEMENT	Establishment of Facility Director and Defining Criteria for Selection	1.3	Page 2 of 2

- 2. The Chief Administrator should have broad-based experience and/or training in:
  - a. The law and procedures of the family court.
  - b. The relevant policies of pertinent agencies, including local law enforcement, etc.
  - c. The common legal problems of juveniles.
  - d. The causes of delinquency and family problems.
  - e. Crisis intervention techniques.
  - f. Research and evaluations.
  - g. Budget preparation and presentation.
- C. Removal of Chief Administrator: Termination may be accomplished only by the appointing officer, for good cause, and, if requested, following a formal hearing on the specific charges.

Estrative Date	Approved By:

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	1.4	3
Chapter: ADMINISTRATION, ORGANIZATION AND MANAGEMENT	Related Standards: ACA: 2-9014	
Subject: Organizational Staffing Chart	NAC: 4.2121, 4.	2122

- I. POLICY: An organizational staffing chart shall be developed to reflect adequate staffing to meet the needs of the juveniles and the mission of the facility. This chart shall define (or appoint) responsibility, place staff into related units promoting efficiency and provide a clear chain of command from the entry level position to the Chief Administrator.
- II. <u>DEFINITIONS</u>: Titles used on the sample organizational chart are optional and can be applied to any facility. Listed below are brief descriptions of the duties and requirements of some of the administrators and staff members.
  - A. Parent Agency: The controlling body of the facility, responsible for operating and coordinating the local services offered in the training school.
  - B. Chief Administrator: Responsible for organizing and managing the facility. His/her responsibilities include fiscal management, personnel management, management information and research, medical and health care services, and communication.
  - C. Assistant Administrator: Responsible for food service, building supervision, transportation, and sanitation and hygiene, juvenile care and programming, juvenile records, safety and emergency procedures, juvenile rights, rules and discipline, intake and admission procedures, release preparation and transfer programs, citizen and volunteer involvement, shift supervisors, and juvenile careworkers, as well as staff development in these areas.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Staffing Chart	1.4	Page 2 of 3

# D. Program Staff:

- 1. Psychiatrist: (Should be available on an as needed basis). Primarily a resource coordinator and staff consultant; must be a licensed physician under the law of jurisdiction who has completed the requirements of a fulltime, supervised, and accredited psychiatric residency in an accredited psychiatric program, plus 6 months full-time work experience with children or adolescents.
- 2. Psychologist: Responsible for individual and group therapy; must be licensed or certified to practice psychology under the law of jurisdiction.
- Responsible for supervising child-care staff and coordinating juvenile's treatment plan. Must have an earned Bachelor's degree in the social sciences and one year of professional experience with adolescents.
- 4. Juvenile Careworker: Responsible for supervising the juveniles' day-to-day living activities. Must have a high school degree or its equivalent and at least one year of professional experience working with adolescents.
- 5. Special Educator: (One per 8 juveniles who are in need of special education) Responsible for providing special education programs to juveniles diagnosed with special education needs. Must be certified as a special education teacher under the law of the jurisdiction and might have experience in diagnosing and providing specialized remedial instruction to juveniles who are educationally disadvantaged.
- 6. Teacher: (One per 15 juveniles) Responsible for developing and implementing lesson plans and motivating children in the classroom. Must be certified under the law of jurisdiction to teach in the public schools the subject areas they are responsible for in the training school.

Chapter	Subject	Policy #			
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Organizational Staffing Chart	1.4	Page 3 of	3	

- 7. Vocational Counselor: Responsible for counseling and guidance of juveniles as they choose vocational programs. Must be certified under the law of jurisdiction to teach in public schools and have experience in job development and teaching children.
- 8. Academic Counselor: Responsible for counseling and guidance as juveniles select academic programs. Also, responsible for coordinating many facets of the juvenile's individual educational program.

- A. Constructing the Organizational Chart: The Chief Administrator is responsible for constructing and maintaining the organizational chart.
- B. Organizational Chart Review. The organizational chart shall be reviewed annually by the supervisor of each function who shall submit all revisions with comments from the staff, to the Chief Administrator for review, approval or revision. This review shall be completed at the beginning of each fiscal year.

Effective Date	Approved By:		

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter: ADMINISTRATION, ORGANIZATION AND MANAGEMENT	Related Standards:  ACA: 2-9003, 2-2-9016, 2-	-9011, 2-9012, -9017, 2-9023
Subject: Communications		

- I. POLICY: To operate in an efficient and consistent manner, appropriate channels of communication shall exist.
- II. DEFINITIONS: None.

- A. Meeting: A series of meetings shall be held at various levels and at specified intervals. These meetings should take a minimum of time without losing effectiveness. Suggested levels include:
  - 1. Administrative meetings.
  - 2. Division Heads' meetings.
  - 3. Administration Juvenile Careworkers meetings, etc.
- B. Administrative Conferences: To ensure the early identification of problems; such as inappropriate length of stay, weaknesses in admission control, etc., and to ensure an accurate flow of information between staff, courts, police agencies, and other justice system agencies, regular meetings and case conferences between administration and juveniles' court caseworkers must be conducted.
- C. Chief Administrator's Staff Meetings: Chief
  Administrator's staff meetings shall be held each
  month:
  - An agenda of discussion jtems shall be distributed prior to the meeting.
  - 2. Attendees shall include Assistant Administrators and Section Chiefs.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI ZATION AND MANAGEMENT	Communications	1.5	Page 2 of 3

- 3. The Chief Administrator shall discuss policy/program changes and directives which are of general interest to the group. The Chief Administrator may use this meeting effectively to improve communications between sections and understanding of facility programs.
- 4. Each participant shall present a verbal status report about the operation of his/her section describing any accomplishments or unusual problems occurring since the last meeting.
- 5. All staff members of the section shall be invited to attend.
- 6. Minutes of the meeting shall be distributed to all attendees.
- D. Staff Communication: All staff and volunteers shall have the opportunity to initiate, advise and consult in forming policies, procedures, and programs at the facility.
  - 1. Monthly meetings between the Division Heads and staff of each section shall be held to discuss cr-going operations and recommended charges. Minutes shall be forwarded to the Assistant Administrator for feedback.
- E. Communications Techniques: Communication between juveniles and staff is essential to efficient operation of the facility. The Assistant Administrator shall encourage verbal and written communications conducted in an orderly and systematic procedure.
  - 1. Office assignment shall place program oriented staff in proximity to the juvenile group.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Communications	1.5	Page 3 of 3

- 2. A facility internal mail service shall be organized to offer juveniles a system through which to contact staff members most apt to respond to the juvenile's request. (See 13.4)
- 3. A juvenile advisory committee consisting of juveniles selected by their peers shall meet with the Chief Administrator each month to discuss concerns of the juveniles and potential problem areas.

Effective Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter: ADMINISTRATION, ORGANIZATION AND MANAGEMENT	Related Standards: ACA: 2-9013, 2-	9015, 2-9174
Subject:  Establishment & Maintenance of Manuals	NAC: 1.29	

- I. POLICY: To disseminate policies, procedures and rules, a staff handbook shall be developed. This handbook shall be both general enough to address overall parent agency and facility goals, and specific enough to assist the administrative staff to perform their duties effectively.
- II. DEFINITIONS: None.
- III. PROCEDURES: This handbook shall be written by the administrative staff, reviewed and commented upon by all staff, and approved by the parent agency. A copy shall be given to each staff member and revised as necessary to reflect the policies and operations of the facility. Further, it shall be used as a training manual for all new staff during the orientation period.
  - A. Development: The program description shall begin with broad mission statements and goals, and phase down accordingly to specific facility objectives. The following step process shall be used in developing the manual:
    - 1. <u>Mission</u>: Statements of overall state/local corrections philosophy.
    - 2. Goals: Statements of specific intentions
      based directly on the facility mission. Goals
      can be accomplished by developing one or more
      measurable objectives for each goal.
    - 3. Objectives: Statements of specific activities worded in objective, quantifiable terms with specific measurable criteria for each objective.
    - 4. Tasks: Statements of individual functions based directly on the objectives. These tasks become the basis for staff performance evaluation.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Establishment and Maintenance of Manuals	1.6	Page 2 of 2

- B. Description: The handbook shall include:
  - 1. The rules, regulations and laws of the parent agency.
  - 2. The philosophy, goals and objectives of the facility.
  - 3. The policies and procedures of the training school.
  - 4. All staff and juvenile forms used at the facility.
  - 5. Descriptions of the duties and responsibilities of each staff member which must be of sufficient detail to enable staff to perform his/her job acceptably.

# C. Issuance:

- 1. The program description is a controlled document issued by a supervisor. Each facility staff member will receive a numbered edition and will sign a receipt for it.
- 2. Staff members are required to keep their manual updated by placing additions and revisions in the appropriate alphabetical/numerical sequence.
- 3. Given a twenty-four hour notice, staff are required to produce their manual for inspection.
- D. Training: An instructional training plan shall be devised to apprise each staff member of the section's program and its relationship to the overall goals of the facility and to ensure continuity of the program supervision.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter: ADMINISTRATION, ORGANIZATION AND MANAGEMENT	Related Standards:  ACA: 2-9382, 2-2-9389, 2-	9383, 2-9388, 9390, 2-9386
Subject:	NAC: 4.214	
Referral, Screening & Placement of Juveniles	ABA: 7.1	

- DOLICY: Proper referral, assessment and placement shall be provided for all juveniles accepted at the facility. Abused, dependent or neglected children and juveniles charged with offenses that would not be crimes if committed by an adult are not held in the facility.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Status Offenders: Juveniles who comm t acts that would not be against the law if committed by an adult.
  - C. Delinquency: Any crime under federal, state, or local law committed by a juvenile.

- A. Referral Criteria: Juveniles who are committed to custody of the parent agency may be admitted into secure residential care only if:
  - A valid court order accompanies the youth. The court order must show the juvenile has been adjudicated delinquent and the order must state the offense for which the juvenile is being committed.
  - 2. Official approval has been given for administrative parole revocations.
- R. Screening: Before admission to the facility:
  - 1. A valid court order must accompany the juvenile to the facility.
  - All juveniles must be screened for acute illness, injury and substance intoxication.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI- AND MANAGEMENT	Referral, Screening & Placement of Juveniles	1.7	Page 2 of 3

- C. <u>Service Provision</u>: The Intake Staff shall ensure proper admission procedures:
  - 1. Pre-admission medical and social history screening.
  - 2. Initial intake completed.
  - 3. Examination and completion of legal paperwork and admission information.
  - 4. Detailed medical screening and strip search for contraband.
  - 5. Drug/alcohol history screening.
  - 6. Notification of admission to parent or guardian.
  - 7. Assignment to reception programming.
- D. Assessment: Within 2 weeks of the juvenile's admission to the training school a comprehensive assessment report shall be completed by a classification team. The classification team shall be composed of a counselor, a juvenile careworker, educational staff, medical staff, and a psychologist. The assessment should include:
  - 1. Family history
  - 2. Developmental history
  - 3. Physical examinations
  - 4. Psychological testing
  - 5. Psychiatric interviews
  - 6. Community evaluations
  - 7. Language and educational analyses
  - 8. Information concerning the nature and circumstances of the conduct on which the adjudication is based.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Referral, Screening & Placement of Juveniles	1.7	Page 3 of 3

- E. <u>Classification of Juveniles</u>: Juveniles may be classified according to:
  - 1. Sex
  - 2. Age
  - 3. Risk factor (seriousness of offense)
  - 4. Special problems (medical/mental problems, suicidal risk, etc.)
  - 5. Type of housing required
  - 6. Program needs

Estective Date	Approved By:			

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter:  ADMINISTRATION, ORGANIZATION  AND MANAGEMENT	Related Standards:  ACA: 2-8017 thr 2-8029, 2-	
Subject: Facility Program Reporting and Review	NAC: 4.1	

- POLICY: The facility shall provide constructive programming and services designed to facilitate individual growth and development while the juvenile is in secure residential care and after his/her return to the community. Programs and program effectiveness shall be monitored regularly and reported in the Chief Administrator's quarterly report to the parent agency.
- II. DEFINITIONS: None.

- A. Program Report: The supervisor of each program activity shall submit a quarterly report of activities for the period. The report shall include information about current programs, activities, accomplishments and major problems.
- B. Chief Administrator's Report: The Chief
  Administrator's status report shall be prepared
  quarterly and forwarded to the parent agency. The
  status report topics should include but not be
  limited to:
  - 1. Budget status.
  - 2. Security:
    - a. Escape.
    - b. Assaults.
    - c. Unusual incidents.
  - 3. Administration and section highlights.
  - 4. Population data, including reception and orientation.
  - 5. Unusually difficult problems.
  - 6. Staff and juvenile morale.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Facility Program Reporting and Review	1.8	Page 2 of 3

- 7. EEC program accomplishments
- 8. Staff training.
- 9. Community activity.
- C. Correction Performance Monitoring Procedures: To enable the Chief Administrator to report on whether the training school is meeting its intent, that is, providing secure residential care to juveniles who have been committed by the juvenile court; providing constructive programming and services; and providing a humane atmosphere during the juvenile's stay at the training school, regular audits shall be performed by representatives of the Parent Agency in conjunction with the Chief Administrator.
  - 1. The information provided by these monitoring procedures shall be used:
    - a. To assess the status of the facility in meeting professional requirements and standards.
    - b. To determine the efficiency of the juvenile corrections process from initial intake through programming to aftercare or transfer.
    - c. To motivate juvenile careworkers and staff to upgrade and/or maintain high quality treatment and services.
    - d. To identify specific problem areas; to determine alternate solutions and cost to the facility.
    - e. To increase accountability of the training school staff to the public and to elected officials.
  - 2. Performance Monitoring Procedures shall be implemented at least annually (see end of policy). Only two major objectives of the training school operation shall be addressed on the following form:
    - o Security and Control
    - o Humane Treatment

Chapter	Subject	Policy #		
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Facility Program Reporting and Review	1.8	Page 3 of 3	,

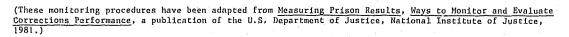
- 3. The following form is divided into three sections: the facility objectives, the performance directly related to the objectives and the recommended strategy for measuring the performance. Although these measures are not inclusive and need to be refined and adapted to a particular facility, they do provide sufficient feedback and information for administrative decision making.
- 4. This form provides procedures for measuring outcomes in 18 performance areas. The form is limited to identifying unsatisfactory conditions, not to listing steps for solutions. After the evaluation has been completed and analyzed, the facility administration will then need to develop a plan to correct deficiencies and/or upgrade performance levels.
- 5. The specific measuring tools for gathering information should be developed by each facility. Since many areas are subjective in nature, requiring juvenile input (i.e., feelings or personal safety, feelings of satisfaction with the facility, with the counselors, etc.), sensitive questionnaires guaranteeing anonymity should be developed.

Estective Date	 Approved By:		

### Sample Juvenile Training School

# Corrections Performance Monitoring Procedures

OBJECTIVES	PERFORMANCE MEASURED	RECOMMENDED MEASURES
Security/Control	1. Escape	1. Escapes Average Population
	2. Unusual Incidents	2. Number of Unusual Incident Reports/Month
Humane Treatment/ Life and Safety	3. Institutional Abuse	3a. Physical Abuse (Documented) Average Population 3b. Mental Abuse (Documented)
		Average Population
	4. Facility Atmosphere	4a. Percentage of Juveniles Who Feel Safe in Person/Property 4b. <u>Dissatisfied Juveniles</u> Total Population
	5. Overcrowding	5a. Number Juveniles Days Spent in Overcrowded Conditions Total Number of Juvenile Days
		5b. Number Juveniles in Single Rooms Average Population
	6. Safety/Emergency	<ul> <li>6a. Number of Injuries Per 50 Juveniles</li> <li>6b. Number of Injuries Resulting in Hospitalization</li> </ul>
	7. Fire Safety	<ul> <li>7a. Number Fire Related Deficiencies         All Possible Fire Deficiencies</li> <li>7b. Number of Fires in Facility/Year</li> </ul>
	8. Sanitation/Hygiene	8a. Number of Cleanliness Deficiencies
		All Possible Deficiencies  8b. Number Serious Health Hazards Possible Hazards
Humane Treatment/ Health	9. Physical Health Status	9a. Number of Hospitalizations 9b. Number of Physical Examinations Total Population
	10. Mental Health Status	10a. Number of Suicides 10b. Number of Attempted Suicides
		10c. Percentage of Juveniles Asking for Medication to Relieve Mental Distress 10d. Percent of Juveniles with Symptoms of Mental Distress
Humane Treatment/ Programs and Services	ll. Food Services	lla. Juveniles Satisfied with Amount and Preparation of Food
		Total Population 11b. Written Menu Plan/Balanced Diet Meeting FDA Standards
	12. Counseling	12a. Number of Staff Hours Spent in Counseling
		Number of Juveniles Counseled  12b. <u>Dissatisfied Juveniles</u> Total Population
	13. Education	13a. Number of Juveniles Educationally Diagnosed Total Population
		13b. Number of Juveniles Attending Education Program
	14. Vocational	Total Population  14. Number of Juveniles in Vocational Training
	15. Recreation	Total Population  15. Number of Hours Spent in Physical Recreation Total Number Hours Recreation Provided
	l6. Library	16. Number Hours Spent Using Library Total Number Hours Service Provided
	17. Religious	17a. Number and Types of Religious
		Services Available 17b. Percent of Population Using Services
	18. Citizen/Community Involvement	18a. Number of Volunteers Per 10 Juveniles 18b. Number of Community Resources/ Programs Used Total Number of Available Services



Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter: ADMINISTRATION, ORGANIZATION AND MANAGEMENT	Related Standards: ACA: 2-9022	
Subject: Legal Assistance for Director and Staff	NAC: 3.131, 3.	134

- I. <u>POLICY</u>: The Chief Administrator and all staff shall be provided with adequate and appropriate legal advice in the performance of their duties. This shall include legal representation before courts and other appropriate bodies.
- II. <u>PEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Statute: A law enacted by a representative legislative body and set forth in a formal document.
  - B. <u>Legal Performance</u>: Actions conforming to and permitted by law.

- A. Counsel Availability: The office of the State/County/City Attorney is available for advice, consultation and/or representation to the Chief Administrator and other staff for any or all:
  - Legal actions against the Chief Administrator and/or staff.
  - 2. Court decisions.
  - 3. Offender rights issues.
- P. Iegal Advice: Consultation is available on:
  - 1. Policy information.
  - 2. Court requirements.
  - 3. Operational matters.
- C. Requests for Legal Assistance: Requests for legal assistance may be made verbally or in writing to the Chief Administrator or the parent agency. All requests must be accompanied with adequate background information and/or supporting documents to explain the need for assistance.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Legal Assistance for Director and Staff	1.9	Page 2 of 2

- D. Evaluation of Requests for Legal Assistance: The parent agency shall provide appropriate representation to all staff members of the facility who are legitimately conducting their respective duties. Should substantial evidence indicate the staff member's conduct was negligent, illegal or intentionally outside his/her scope of authority, legal representation may be denied. If a staff member is denied legal representation, written decision shall be provided by the State/County/City Attorney, including the reason for the decision and right of appeal information.
- E. Channels of Communication: Facility staff shall direct all requests for legal advice or representation to the Chief Administrator. All requests shall then be forwarded to the office of the State/County/City Attorney along with the Chief Administrator's comments and recommendations.

Effective Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 5	
Chapter: ADMINISTRATION, ORGANIZATION AND MANAGEMENT	Related Standards: ACA: 2-9024, 2-9025		
Subject: Relationships with Public, Media and Other Agencies	NAC: In. M-1, 1.11		

- POLICY: To promote an understanding of the facility's philosophy and goals, a public information program shall be developed. All facility staff shall strive to maintain integrity and credibility with the general public and with those persons and organizations legitimately involved with the facility.
- II. DEFINITION: None.

- A. Coordination of Communication: The Chief
  Administrator is designated as the facility's public information officer. The duties of the office shall include:
  - 1. Written Communication:
    - a. Executive Correspondence: Initial reviewing of all executive correspondence from legislative bodies, courts, law enforcement agencies and representatives of the news media.
    - b. Correspondence Records: Recording all incoming and out going exer + ... correspondence and copies of the correspondence.

Chapter	Subject	Policy #	
1 ZaPi ( ) ( ) ( ) N. PANTA POR	Public, Media and Other Agencies	1.10	Page 2 of 5

c. Routing Method: Informing appropriate officials of applicable correspondence. All replies to requests for information shall be answered unless some question about the validity of the information or an individual's right of privacy exists. Those requests may be referred to the office of legal counsel.

#### 2. Verbal Communication:

- a. News Media Visits: Visits from the news media are permitted and shall be handled directly through the Chief Administrator's office. The Chief Administrator shall:
  - (1) Preserve the juvenile's individual right of privacy.
  - (2) Portray a factual picture of the facility.
  - (3) Ensure that representatives of the news media are aware of and follow security restrictions.
- b. Media Statements: News statements on legislation or government policy affecting juvenile corrections or function of the community are the responsibility of the parent agency. The Chief Administrator and Assis at Administrator have authority to correct on daily operations.
- c. Contact with the Public: Staff contact with the public is expected to be conducted with professionalism. All staff shall receive special training to ensure prompt, courteous and correct responses to inquiries. This training shall include:
  - (1) The Right of Privacy Act.
  - (2) Public information legislation.
  - (3) Approved telephone procedures.
  - (4) Basic instruction in policies relating to contact with the public.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI-ZATION AND MANAGEMENT	Other Agencies	1.10	Page 3 of 5

# d. Release of Official Information:

- (1) Individual staff members receiving requests for official information from groups mentioned in this policy statement shall forward all such requests to the Chief Administrator. All inquiries must be answered promptly, accurately and completely in compliance with local, state and federal laws governing public information and rights of privacy.
- (2) All official information and press releases referring to parent agency or facility policy, programming, or conditions shall be issued only by the parent agency or a person specifically authorized by the parent agency.

#### B. \*Parental Involvement:

- 1. <u>Notification</u>: Admissions personnel must notify parents of the juvenile's admission to the facility within 24 hours. Parents should also be notified immediately of illness, and/or transfer to another facility.
- 2. <u>Visiting:</u> Regular visiting hours are established, but special arrangements may be made with the Chief Administrator or Assistant Administrator's approval. Visiting hours shall be posted in a prominent place in the visiting area.
- Telephone/Mail: Policies for use of telephone and mail encourage parental involvement.
- 4. Open House: The facility shall have an open house annually, to which parents and the general public will be invited. Tours, informational programs and access to supervisors and staff shall be made available.

<sup>\*</sup>The term "parents" shall include guardians.

Chapter	Subject	Policy #	
PADITINED INSTITUTE ON CONTAINING	Relationships with Public, Media and Other Agencies	1.10	Page 4 of 5

# C. Communication Standards:

- All public statements should agree with policies approved by the parent agency and he confined to areas of direct responsibility.
- Juveniles may not be interviewed or photographed for news coverage connected with their delinquency charges.
- Juveniles may be interviewed or photographed for news coverage of the facility programs, with the signed consent of the juvenile and his/her parent/guardian and attorney.
- 4. No personally identifying information on juveniles or their charges may be given to the media unless modified by state law.
- D. <u>Tours</u>: In accordance with the established policy, the following specific procedures are required for tours:
  - 1. Approval shall be given by the Chief Administrator.
  - 2. A designated staff person will conduct approved tours.
  - 3. Request for tours must be in writing, including a specific date and time, listing the first and last names of all participants, and stating the reason for the request.
  - 4. Tours will be limited to a schedule that provides the least interference to the operations of the facility.
  - 5. Tours will exclude mincrs, as determined by state law.
- E. Community Education: Staff of the facility shall participate in informational programs for the general public to improve the community's understanding of the mission, goals, and programs of secure residential care, to provide a channel for community input, to recruit volunteers, and to develop community support.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Relationships with Public, Media and Other Agencies	1.10	Page 5 of 5

- A committee of staff persons shall coordinate the program by arranging speaking engagements with schools and community organizations.
- 2. A record is kept of where community visits occur and the number of people present.
- 3. Data is compiled from evaluative questionnaires answered by the audience.

Effective Date		Approved By:		
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Policy Number	Pages
1.11	4
Related Standards:	·
ACA: 2-9018	
NAC: 4.44	
	1.11  Related Standards:  ACA: 2-9018

- I. POLICY: All service providers, juvenile family members and other visitors who are in areas permitting contact with juveniles, are at all times to remain under the continuous supervision of a facility staff member. Attorneys, ombudsmen, clergy and medical personnel shall have private communication access to juveniles.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Service Providers: Persons who perform duties and/or services in the facility on an infrequent basis, i.e., meter readers, repairpersons, police officers investigating charges unrelated to facility operations, tax agents, tour groups, vendor representatives, etc.
  - B. Part Time Service Providers: Persons who have on-going relationships with the facility. These persons shall be given identification cards enabling them to conduct business within the facility.

A. Service Providers: Service providers are accountable for whatever materials, tools, etc. they bring into the facility. Such personnel shall be supervised constantly by the facility staff. The exception to this rule is when such personnel are in a locked area; facility staff then are responsible for letting service providers in and out of that area. At no time are any of these individuals permitted to handle facility keys.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Supervision of Service Providers and Visitors	1.11	Page 2 of 4

- L. Cuvenile's Visitors: When a juverile's visitors are inside the vestibule door, they are to remain under the constant visual supervision of the facility staff member. Supervision, in this sense, means periodic visual checks into the visiting room (constant visual contact in the dining room), and constant visual observation of the door into the corridor. When the visitor is an attorney, however, no supervision is permitted.
- C. Peace Officers and Transportation Personnel: The above procedures also apply to peace officers. They will not, however, be allowed beyond the vestibule door with firearms, ammunition, chemical agents, or rict control equipment. This gear must be surrendered to facility staff and secured:
  - 1. For the firearm, the bullets are to be removed and placed in a container designed for that purpose in the administrative office; the cylinder is to be opened and officer's handcuffs are to be locked through the cover carriage.
  - 2. The above equipment, plus any chemical used for security purposes, baton, etc., are to be locked in a file drawer designed for that purpose in the administrative office.
- D. Except in a riot situation where a juvenile has obtained a projectile firing weapon, and then only upon the approval of the Chief Administrator, no firearm or riot control equipment is to come beyond the vestibule door. Under no circumstances will approval be granted for admission of chemical agents used for security purposes.
- E. <u>Issue of Identification Cards</u>: I.D. cards may be issued by the Assistant Administrator after receiving:
  - 1. A completed application form listing all information relevant to the program or service offered.
  - Approval by the appropriate supervisors and/or the Chief Administrator.

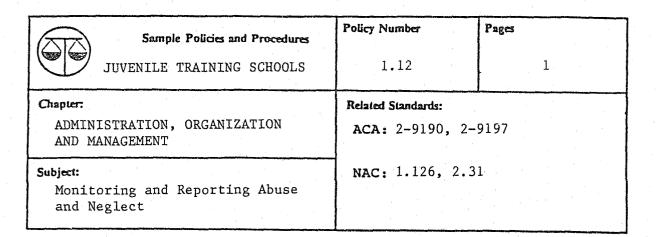
Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI-	Supervision of Service		
ZATION AND MANAGEMENT	Providers and Visitors	1.11	Page 3 of 4

- 3. Written agreement from the provider to abide by the:
  - a. Rules of conduct expected with juveniles.
  - b. Code of ethics requirement.
  - c. Security and disciplinary procedures of the facility.
- 4. Identification cards shall:
  - a. Display the photograph of the service provider.
  - b. List name, address, assignment, work schedule, and social security number.
  - c. Iist section sponsoring the service provider and contact person for that section.
  - d. Be valid for one year or until completion of the assignment.
  - e. Display the Chief Administrator's signature.
- B. Card Disbribution: Notification of approval by the Assistant Administrator of all part time providers shall be made to the:
  - 1. Chief Administrator
  - 2. Control Center
  - 3. Front Entrance
  - 4. Sponsoring Section
  - 5. Section Chief
  - 6. Service Provider
- C. <u>Records</u>: The Office Manager shall maintain a file of both:
  - 1. A current list of all valid cardholders.
  - 2. A list of expired or invalid cards.

Chapter	Subject	Policy #	
ADMINISTRATION, ORGANI- ZATION AND MANAGEMENT	Supervision of Service Providers and Visitors		Page 4 of 4

D. Supervision of Part Time Agents: Identification cards authorize service providers to proceed through the facility under minimal staff supervision and direction.

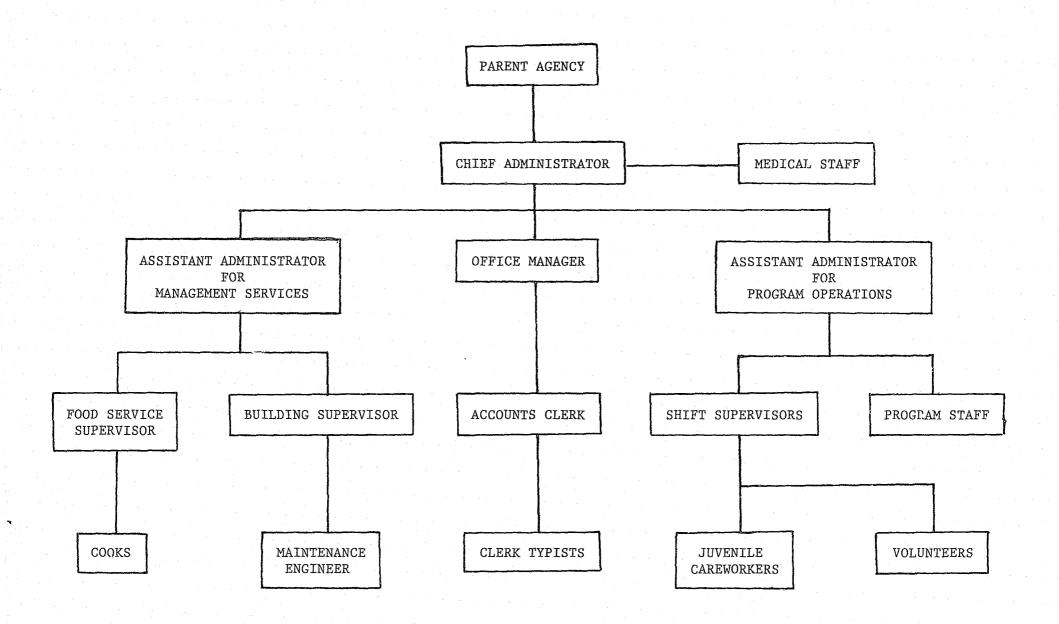
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- I. POLICY: To ensure the safety of the juveniles in the facility, all suspected incidents of child abuse or neglect shall be reported immediately to the statutorily designated authority. If law permits, the facility Chief Administrator shall initiate a thorough investigation and administer appropriate disciplinary actions that may include suspension, dismissal and/or criminal prosecution.
- II. <u>DEFINITION</u>: As used in this document, the following definition shall apply:
  - A. Child Abuse and Neglect: Child abuse and neglect shall be defined by state statute.

A. Child Abuse Notification: Any person who has reasonable cause to suspect "child abuse or neglect" shall take appropriate action as outlined by state statute.

	Effecti	ve Date	Approved By:
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#### CHAPTER 2

#### FISCAL MANAGEMENT

#### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-9037 through 2-9056

National Advisory Committee Standards 4.4

describing basic fiscal requirements.

Effective fiscal controls require using more specific and detailed operationg manuals for adapting these sample policies and procedures.

Good fiscal management requires complete and accurate recordkeeping.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter: FISCAL MANAGMENT	Related Standards: ACA: 2-9037 - 2	2-9040
Subject: Fiscal Responsibility and Budgeting		

- I. POLICY: The Chief Administrator has responsibility for the facility fiscal policy and shall develop accounting procedures that conform to the mandates of the parent agency and applicable statutes and judicial rulings. Fiscal policies shall be directly related to and coordinated with the goals and objectives of the facility program plan and will act as a guideline to improve program efficiency and measure goal achievement.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. <u>Budget</u>: Guidelines for estimated revenues and expenditures.
  - B. Annual Facility Budget: A listing of all planned expenditures of funds for a facility for one year.

- A. Budget Preparation: All facets of on-going programs, newly proposed programs and long range goals shall be evaluated for their budget requirements.

  Assistant Administrators and Assigned Supervisors shall assist in the budget planning process by evaluating existing and projected:
  - 1. Staff needs for each section.
  - 2. Needs for capital improvements.
  - 3. Needs for consumable and non-consumable items for each section.
  - 4. Travel and staff training needs.

Chapter	Subject	Policy #		ł
FISCAL MANAGMENT	Fiscal Responsibility and Budgeting	2.1	Page 2 of 2	

- B. Budget Submission: The Chief Administrator shall submit a written facility budget to the parent agency six months prior to beginning a new state budget cycle. Detailed evaluations and justifications should be included in the budget submission and the Chief Administrator should be prepared to meet with the parent agency, in the beginning of each fiscal cycle, to discuss any portion of the report that needs further clarification.
- C. Budget Reallocation: Facility funds may be reallocated from one appropriation to another only when specific written authorization has been obtained from the Chief Administrator.
- D. <u>Budget Revision</u>: When appropriate, the Chief Administrator shall submit a request to the parent agency for budget revision. Detailed evaluation and justification should be included in the request.

Effective Date	Approved By:

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	2.2	5
Chapter:	Related Standards:	
FISCAL MANAGEMENT	ACA: 2-9042 - :	2-9045
Subject:		
Accounting for Appropriations & Expenditures of Funds		

- I. POLICY: Accounting operations are structured to indicate the current status of appropriations and expenditures on a continual basis. Accepted regulations and procedures prescribed by the parent agency require:
  - A. Strict recording and receipting of all funds.
  - B. Providing a specific room where funds may be secured in a safe at all times.
  - C. Disbursement of funds for approved goods or services.
  - D. Methods used for collection, safeguarding and disbursement of funds be reviewed by the Chief Administrator at least annually to ensure compliance with parent agency requirements.
  - E. An annual report of all monies collected be prepared by the Chief Administrator for submission to the parent agency.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Appropriated Funds: Monies allocated to the facility by the parent agency.
  - B. Petty Cash: A fund, authorized by the Chief Administrator, used to procure small items.

- 1. Cash receipts shall be:
  - a. Entered in the cash receipts log by the Business office staff.
  - b. The Office Manager shall verify the accuracy of the records and case received and provide the business office with a receipt for the funds.

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Accounting for Appropriations and Expenditures of Funds	2.2	Page 2 of 5

- c. All funds and transaction records shall be reviewed on a daily basis.
- d. Funds shall be deposited in a local bank on a daily basis.
- Secure storage shall be provided for cash and valuables.

#### B. Disbursements:

- 1. The business office shall match the purchase order to the vendor's invoice. Prior to submission for payment, the following details shall be checked for completion and accuracy:
  - a. Name of section making request.
  - b. Name and complete address of vendor.
  - c. Description of each item.
  - d. Number of units ordered for each item.
  - e. Unit price for each item.
  - f. Extension price (Quantity x item).
  - g. Invoice and purchase order total is in agreement.
  - h. Section budget coding that purchase will be charged against, including the proper breakdown when purchase is divided among more than one budget code.
  - i. Chief Administrator or designee's signature of approval.
  - j. Location where order was delivered, including complete address, building and room number.
  - k. Vendor's invoice number, if available.
  - A staff's signature verifying receipt of purchase.
- 2. The business office shall assign the appropriate general ledger account number to each invoice.

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Accounting for Appropriations and Expenditures of Funds	2.2	Page 3 of 5

- Invoice and supporting documentation shall be forwarded to fiscal authority for payment.
- 4. Copies of invoice and supporting documentation shall be retained until verification of payment is received.
- C. Petty Cash: A petty cash fund shall be established, maintained, and disbursed by the business office.
- D. Staff and Volunteer Reimbursement: When a request is submitted to the business office the following shall be observed:
  - Disbursements shall not exceed an established limit (amount) unless an additional authorization has been obtained from the proper authority.
  - 2. Disbursements for purchases must be supported by a register receipt or its equivalent. The register receipt shall be checked for accuracy and attached to the petty cash voucher.
  - 3. All petty cash vouchers shall be signed by the staff member approving the disbursement as well as by the individual receiving the petty cash funds.

#### E. Staff Payroll:

- 1. <u>Time Accounting Procedures:</u> Are used in conjunction with time sheets to provide consistency and accuracy.
  - a. Staff members will sign or punch in on the time sheet when they report for their shift.
  - b. Staff members will sign out when relieved of their shift assignment.
  - c. All overtime shall be authorized on the time sheet/card by the Assigned
    Supervisor. Overtime will be paid in quarter hour increments, rounding up or down to the nearest fraction.

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Accounting for Appropriations and Expenditures of Funds	2.2	Page 4 of 5

- 2. <u>Time Sheets/Cards</u>: payroll and auditing purposes require the submission of time sheets/cards to the Office Manager at the end of each pay period.
  - a. Each Assigned Supervisor shall review time sheets/cards for accuracy of dates, times in and out, and total hours worked.
  - b. Overtime is to be documented and approved by staff member's supervisor.
  - c. The Assigned Supervisor shall review time sheet information, make any necessary corrections and sign the verification.
  - d. The Assigned Supervisor shall be responsible for submitting all time sheets/cards to the Office Manager no later than three days following the end of the pay period.
  - e. The Business Office shall enter salary and wage information from the payroll listing onto each time sheet/card.
  - f. Leave slips will be compared with time sheets/cards and will be recorded.
- 3. Bank Payroll Service: Should the facility use a bank payroll service, time sheet/card information is transferred to preprinted computer sheets. The computer sheets shall be balanced, totaled and transported to the bank. The bank shall calculate witholdings and other deductions. Within 48 hours, the bank shall have individually printed payroll checks with documentation available for pick-up.
- 4. Verification Procedures: The Payroll Office shall verify the accuracy of each paycheck by comparing with the computer sheets. If errors occur the bank should be notified, the paycheck voided and a supplementary check issued. The

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Accounting for Appropriations and Expenditures of Funds	2.2	Page 5 of 5

corrective action taken shall be noted on the computer sheet. Information from the sheets shall be posted to a payroll journal. This journal shall be divided according to project or program function. Total payroll figures must balance with the net payroll plus deductions.

Effective Date	Approved By:

## Sample Juvenile Training School

## REQUEST FOR PETTY CASH FUNDS

DATE:	AMOUNT:			 		
FOR:		٨.		ı		
CHARGE TO ACCOUNT NUMBER:		ı				
APPROVED BY:	RECEIVED	BY:_	1 .			

#### SAMPLE JUVENILE TRAINING SCHOOL CONFIRMING PURCHASE ORDER DIRECT PAY

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FINANCE AND VENDOR

# Sample Juvenile Training School PURCHASE REQUEST

## (TO BE TURNED IN TO THE BUSINESS OFFICE)

Unit			
Measures	Quantity	Item Requested	Suggested Vendor
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Date Submitted:			<u>'                                    </u>
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ate Received:			
Problems with Or	der (if any):		1

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	2.3	2
Chapter:	Related Standards:	
FISCAL MANAGEMENT	ACA: 2-9056	
Subject:	NAC: 4.4	
Juvenile Fund Accounts		

- I. POLICY: Juvenile fund accounts shall be established to discourage theft and the inappropriate use of cash that could present a security and control problem. Juveniles shall have the opportunity to invest in interest-bearing savings accounts.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Monthly Accounting Report: Verification of the accuracy of entries on the juvenile fund account sheets.

#### III. PROCEDURES:

#### A. Collection:

- 1. All money in the possession of a juvenile at the time of admission shall be taken by the admitting staff member, counted in front of the juvenile, placed in an envelope which is then sealed, dated and signed by both the supervisor and juvenile. A juvenile fund account sheet shall be filled out at that time and placed in the appropriate file in the administrative office, and noted in the appropriate section on the inventory of the juvenile's personal possessions.
- 2. All money received either through the mail or at the time of a visit shall be similarly taken and accounted for by the business office on the juvenile's fund account sheet, with a receipt given to the depositor for all amounts of cash.
- B. Securing Funds: Juvenile funds shall be given to and maintained by the business office. These funds will be held in a secure area. The Chief Administrator shall limit the amount of funds kept in the facility. Any amount over this limit shall be placed in interest-bearing accounts. These funds will be deposited in a bank.

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Juvenile Fund Accounts	2.3	Page 2 of 2

- C. Transactions and Purchases: All juvenile fund account transactions must have the approval of the Assigned Supervisor and shall be entered on the fund's account.
- D. Closing Accounts: When a juvenile is released from the facility, all money, minus authorized expenditures, shall be returned to the juvenile. The juvenile shall sign a receipt for the funds received, and the juvenile's fund records will be placed in their permanent case record file.
- E. Monthly Accounting Report: At the beginning of each month, the Assigned Supervisor shall verify the mathematical accuracy of all entries on the juvenile fund account sheets and will issue a statement to each juvenile showing the status of their individual account. He/she shall prepare a juvenile fund account report, which compares the balance with cash on hand, and shall submit the report to the Chief Administrator no later than the fifth working day of the month.

Effective Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter: FISCAL MANAGEMENT	Related Standards: ACA: 2-9053	
Subject:  Juvenile Benefit Fund		

- I. <u>POLICY</u>: A Juvenile Benefit Fund shall be established to enhance the programs and services that directly affect the central population of the facility. This account will be controlled and maintained in accordance with accepted accounting procedures.
- II. DEFINITIONS: None.

- A. <u>Collection of Funds</u>: Money for this fund may originate from:
  - Donations by individuals, organizations, and community groups.
  - 2. Profits from the commissary.
  - 3. Fund raising activities.
  - Other sources approved by the Chief Administrator.

#### B. Receipts and Expenditures:

- Staff must provide a receipt for all funds accepted for deposit into the Benefit Fund. All checks accepted must be made out to the facility.
- 2. The Chief Administrator or his designee will review requests and authorize appropriate expenditures.

#### C. Use of Fund:

The Juvenile Benefit Fund shall be used in any of the following ways:

 For the purchase of supplemental supplies and equipment which would enrich the facility's program activities.

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Juvenile Benefit Fund	2.4	Page 2 of 2

- 2. To help juveniles in need of funds when no other sources are available.
- 3. To provide for campus-wide activities which would enhance programming goals of the institution.
- 4. As a short-term, interest-free loan to meet individual or group emergency needs which are outside the realm of agency expenditures.

Effective Date	Approved By:

Sample Policies and Procedures	Policy Number	Pages				
JUVENILE TRAINING SCHOOLS	2::5	3				
Chapter:	Related Standards:					
FISCAL MANAGEMENT	ACA: 2-9045, 2-9	9046, 2-9048				
Subject: Internal Control and Monitoring of Accounting Procedures						

- I. <u>POLICY</u>: Regulations and practices for internal control and monitoring of accounting procedures are designed to ensure the safekeeping of all facility funds and require continual monitoring of fiscal activities by external auditors. Fiscal policies require:
  - A. Internal control of petty cash, staff bonding, and signature control for checks and vouchers.
  - B. Annual reporting to the parent agency of the facility's fiscal activities.
  - C. Independent audits of fiscal activities conducted annually.
- II. DEFINITIONS: None.

- A. Security of Funds: The Chief Administrator is responsible for the administration, collection, safekeeping and monitoring of facility funds. In carrying out these duties, the following tasks shall be accomplished:
  - 1. Cash and negotiable funds will be stored in a fireproof safe in a secure location.
  - 2. Safeguard the transfer of all cash and/or negotiable funds in the following manner:
    - a. Issuing receipts for all funds received.
    - b. Requiring receipts and documentation for all facility funds passed from one staff member to another.
    - c. Physically transferring funds to the bank daily.

Chapter	Policy #		
FISCAL MANAGEMENT	Internal Control and Monitoring of Account ing Procedures	2.5	Page 2 of 3

- E. Signature Control of Checks: The Chief Administrator or his designees are the only persons authorized to sign checks.
- C. Annual Accounting Report: An annual report of accounting procedures shall be prepared by the Chief Administrator for submission to the parent agency and shall:
  - 1. List receipts, disbursements and balances for each segment of the facility account.
  - 2. Explain any problem areas.
- D. Internal Audits: A review of fiscal activity shall be conducted quarterly with reports prepared by the auditor.
  - 1. A report of findings specifically related to the following shall be forwarded to the Chief Administrator:
    - a. Compliance with parent agency policy for fund control.
    - b. Compliance with facility policy for fund control.
    - c. Accuracy of funds compared with records.
  - 2. The Chief Administrator shall review the report and forward one copy to the parent agency. When appropriate, suggestions for improvement or corrective action shall be given to the Assistant Administrator.
- E. External Audits: A review of fiscal activity shall be conducted regularly by an independent auditing body. Detailed reports shall be provided to the parent agency and the facility Chief Administrator. These audits shall examine:
  - 1. Level of compliance with standard fiscal procedures.
  - 2. Level of compliance with the parent agency's requirements.
  - 3. Level of compliance with legislative requirements.

Chapter	Subject	Policy #	
1.	Internal Control and Monitoring of Account- ~ ing Procedures	2.5	Page 3 of 3

F. Audit Schedule: Present legislation recommends external, annual audits and mandates an external audit within a three year interval.

Effective Date	Approved By:					

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 2.6	Pages 3
Chapter: FISCAL MANAGEMENT	Related Standards: ACA: 2-9041, 2	2-9050
Subject: Inventory Control		

- I. POLICY: Accountability for all facility property and supplies shall be provided through the use of regular inventories. The Chief Administrator shall systematically review space and equipment requirements at least annually and report deficiencies and suggest plans to the parent agency.
- II. DEFINITIONS: None.
- III. PROCEDURES: The Assistant Administrator shall be responsible for:
  - A. Inventory: All facility property shall be divided into appropriate categories and inventoried.
    - 1. Storerooms shall be inventoried on the last day of each calendar month. This process shall be simplified by regular use of bin cards located in close proximity to the stock item. This card contains a chronological record of an item on hand, as well as items received, issued and balanced. Typically storeroom items include:
      - a. Food supplies.
      - b. Stationery.
      - c. Cleaning supplies.
      - d. Clothing.
      - e. Standard items used by the Building
        Supervisor such as plumbing and carpentry
        supplies, tools and similar items.

Chapter	Subject	Policy #	
		2.6	
FISCAL MANAGEMENT	Inventory Control	2.6	Page 2 of 3

- 2. Minor equipment and furnishings, with values of at least \$200.00 but less than \$1,000.00, shall be inventoried at least annually. Equipment records, listing the location of all such property, are maintained in the administrative office. Assigned Supervisors shall have duplicate records of all property assigned to their sections. Records shall include:
  - a. Description.
  - b. Location.
  - c. Responsible supervisor.
  - d. Purchase date and acquisition price.
  - e. Current value.
- 3. Equipment with current values of \$1,000.00 or more shall be inventoried by the Chief Administrator's office at least annually. Records of this property shall be maintained in the administrative office and shall contain the information listed in section 2a through e above. The records shall also include:
  - installed having a value of \$1,000.00 or more. Typically, major fixed equipment includes:
    - (1) Air conditioner compressors.
    - (2) Boilers.
    - (3) Commercial ovens.
    - (4) Dining room serving tables.
- 4. Major property shall include buildings, plant facilities and land. Records and descriptions of this property shall be maintained in the administrative office.
- B. <u>Inventory Assignments</u>: Staff shall compile inventories in accordance with the following schedule:

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Inventory Control	2.6	Page 3 of 3

	Items	Responsible Staff Member Sch	nedule
1.	Storeroom stock	Food Service Supervisor & Building Supervisor	Monthly
2.	Equipment, Fur- nishings Valued over \$200.00	Each Assigned Supervisor	Annually
3.	Major Fixed Equipment valued over \$1,000.00	Assistant Admin. for Management Services	Annually
4.	Major Property	Assistant Admin. for Management Services	Annually

- C. <u>Inventory Discrepancy</u>: When a discrepancy is noted a written report shall be completed and forwarded to the Chief Administrator for review and initiation of appropriate action. Typically, this shall include:
  - 1. A listing of items not located.
  - 2. A listing of any item not properly recorded on inventory cards.
  - 3. Any deviation from parent agency or facility policy regarding inventory control.
- D. Property Disposal: When an item is no longer needed in a particular section or is determined damaged beyond repair, a written report shall be submitted to the Chief Administrator for appropriate action.

Effective Date				Approved By:							
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Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	2.7	2
Chapter:	Related Standards:	- Anna tantana - anna anna anna anna anna a
FISCAL MANAGEMENT	ACA: 2-9051	
Subject:		
Procurement		

- I. POLICY: A procurement process shall be developed for fair and impartial bidder selection. The method shall encourage the participation of qualified competitive bidders who are able to meet the requirements for supplies, equipment or services.
- II. <u>DEFINITION</u>: As used in this document, the following definition shall apply:

Purchasing Agent: A staff member specifically designated and authorized by the parent agency to procure goods and services within the framework of parent agency and facility rules and regulations. (May be a staff member of the parent agency).

#### III. PROCEDURES:

- A. <u>Procurement</u>: All purchases shall be accomplished by:
  - The Purchasing Agent securing the best products at the lowest cost. Where practical, competitive bidding shall be used. This requires the facility to submit proposed prices from more than one vendor.
  - 2. Each Assistant Administrator may authorize "immediate need" purchases, not exceeding \$150.00 during the fiscal year, without securing competitive prices. A purchase order shall be completed and sent to the Purchasing Agent when an "immediate need" purchase is indicated.

#### B. Bid:

1. The Purchasing Agent shall be responsible for posting public notices inviting bids and providing prospective bidders with copies of the plans and specifications. To facilitate competitive bidding among responsible bidders, the Purchasing Agent may require a refundable certified check or bid bond with each bid.

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Procurement	2.6	Page 2 of 2

- 2. Any prospective bidder who believes any part of the plans, specifications or invitations to bid are unclear or are in need of modification shall call such problems to the attention of the Purchasing Agent who will initiate appropriate action.
- 3. The complaining bidder if dissatisfied with the Purchasing Agent's recommendation, shall have the right to communicate a written objection directly to the Chief Administrator prior to the opening of bids.
- 4. The Purchasing Agent shall return all bid deposits, certified checks specifications and plans of the unsuccessful bidders within five working days of contract award.

#### C. Opening of Bids:

- All bids for contracts shall be opened by the Purchasing Agent and the Chief Administrator during a duly called meeting and all bidders shall have the right to examine the bids after their opening.
- 2. At the time of opening bids, the Purchasing Agent shall note for the record any objections, criticism or challenges made, and the Chief Administrator shall review them prior to contract award.
- D. Award of Contracts: The Purchasing Agent shall award the contract as soon as practical, but within 30 days after the opening of bids. Award will be made to the lowest, responsible, qualified bidder. This requirement, however, may be waived after submission of a statement to the Chief Administrator and parent agency indicating the reasons for objection to the lowest bidder. Contract awards shall be publicly posted.

Ellective Date					Аррі			

## SAMPLE JUVENILE CORRECTIONS FACILITY

# PURCHASE REQUISITION

SECTION	,				SPACE RESERVED FOR PURCHASING AGENCY									
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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter: FISCAL MANAGEMENT	Related Standards: ACA: 2-9047, 2	2–9049
Subject: Position Control & Procurement of Community Program Services		

- I. POLICY: The Chief Administrator shall have the responsibility for assessing presently assigned positions and determining projected staff needs to meet facility goals and objectives. Responsibilities also include effective and efficient use of contract personnel.
- II. DEFINITIONS: None.

- A. Coordination of Staff and Fiscal Records: The Chief Administrator shall monitor the coordination between the staff record section and the payroll function. At each month's end, the Office Manager shall submit to the Chief Administrator a complete list of staff records which can be compared with the payroll. This list shall include:
  - 1. Total number and type of positions filled.
  - 2. Total number of vacancies.
  - 3. Total number of positions authorized.
- B. Reconciliation: The Chief Administrator shall compare the actual payroll records with the listing provided by the Office Manager. This comparison shall ensure:
  - 1. All positions are authorized officially.
  - 2. Attendance, payroll and personnel records match.
  - 3. Funds are available to meet the payroll costs.

Chapter	Subject	Policy #	cy #			
FISCAL MANAGEMENT	Position Control & Procurement of Communit Program Services	y 2.8	Page	2	of	2

- C. Purchase of Community Services: Some services are not available in the facility and should be contracted from appropriate community sources.

  Non-profit or governmental organizations shall be given first consideration in procurement of such services, which may include:
  - 1. Medical care.
  - 2. Religious activity.
  - 3. Educational programming.
  - 4. Vocational training.

Effective Date	Approved By:

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	2.9	2
Chapter:	Related Standards:	
FISCAL MANAGEMENT	ACA: 2-9052	
Subject:		
Insurance Coverage		

- I. POLICY: Staff members shall be covered by insurance at all times while in performance of their duties. Many state laws provide for self insurance coverage for all staff, including workers' compensation, unemployment compensation, employee civil liability, liability for accidents involving official vehicles, and public employee blanket bond.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Self Insurance Coverage: A system designed to ensure the payment of all legal claims for injury or damages incurred as a result of the actions of governmental officials, employees or their agents.
  - B. Worker's Compensation: A statewide system of benefits for employees who are disabled by job related injury.

#### A. Accident Reporting:

- 1. All accidents shall be reported in writing to the Assigned Supervisor within one day of the occurrence. Any claim, notice, summons or complaint shall be forwarded to the Chief Administrator and applies to all injuries or damages; real, imagined, or alleged.
- 2. All reports of injuries, damages or loss shall contain the following information:
  - a. Time and date of loss or injury.
  - b. Place of loss or injury and name and address of the person(s) involved.
  - c. Description of how loss or injury occurred.

Chapter	Subject	Policy #				
FISCAL MANAGEMENT	Insurance Coverage	2.9	Page 2 of 2			

- d. Description of property loss or damage.
- e. Description of activities at the time of the loss or injury.
- B. Worker's Compensation: Benefits are available to staff injured in the course of duty and information is available in the administrative office.

Effective Date					Approved By:						
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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter: FISCAL MANAGEMENT	Related Standards: ACA: 2-9054, 2	-9055
Subject: Juvenile Canteen Accounts and Audits of the Account		

- I. POLICY: Controls shall be maintained over canteen operations and regular accounting procedures are to be followed. Juveniles shall have the opportunity to obtain miscellaneous items not normally provided by the facility.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Canteen: A store or system available to juveniles for the purchase of miscellaneous items not available through regular program operations.

#### III. PROCEDURES:

#### A. Canteen Transactions:

- The canteen shall conduct sales at least weekly. Sales are to be made against canteen slips.
- 2. A debit entry is made at the time of purchase with the juvenile initialing the debit, in lieu of a receipt. An entry is made on an adding machine tape for each juvenile transaction. Entries are subtotaled for each customer and totaled for each nights sales.
- 3. At the close of each day's operation, the Assigned Supervisor reconciles the sum of juvenile debits against the adding machine tape.
- 4. The adding machine tape shall be placed in the safe until the next business day.
- 5. The Assigned Supervisor shall enter total sales in a ledger using the amounts shown on the adding machine tape and the tape shall also be retained.
- 6. At the end of the week, a check issued against the juvenile's account is deposited into the canteen account to reimburse for sales.

Chapter	Subject	Policy #				
FISCAL MANAGEMENT	Juvenile Canteen Ac- counts and Audits of the Account	2.10	Page 2 of 2			

#### B. Transactions with Vendors:

- Each week the Assigned Supervisor checks canteen stock and determines order quantities for items in low supply.
- Vendors are selected on the basis of price and reliability. At least once each quarter price quotations are solicited from competing vendors to take advantage of favorable price changes.
- 3. The Assigned Supervisor shall complete order forms supplied by vendors listing items, quantities, unit prices, total prices and discounts.
- 4. When deliveries are made, the Assigned Supervisor will check the goods against the packing list and sign for the delivery.
- 5. Deliveries from vendors shall be placed in the canteen and kept separate from inventory. The Assigned Supervisor shall, again, check the order against the packing list before the goods are added to inventory. Shortages are reported to the vendor for corrective action.
- 6. Invoices shall be forwarded to the Business Office.
- 7. Checks are issued for each vendor from the canteen account.
- C. Monthly Bank Statement: The current monthly bank statement for the canteen checking account is reconciled against the canteen ledger by the business office.
- D. <u>Canteen Audits</u>: Internal audits shall be conducted quarterly by the business office.

Effective Da	Approve	d By:			
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#### CHAPTER 3

#### PERSONNEL

#### COMMENTARY

This chapter encompasses American Correctional Association Standards 2-9010, 2-9057 through 2-9064, 2-9066, 2-9067, 2-9069, 2-9072, 2-9073, 2-9076, 2-9077, 2-9079, 2-9081, 2-9083, 2-9084 and National Advisory Committee Standards 1.4, 1.41 which emphasizes the importance of a sound personnel program.

Statutes and regulations related to personnel administration vary widely from one jurisdiction to another. These guidelines are published with the expectation that, while being used in conjunction with an extensive personnel manual, judicious use will require revision to conform with local conditions.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 5
Chapter: PERSONNEL	Related Standards:  ACA: 2-9057 - 2-9081	-9059, 2-9072,
Subject: Personnel Selection, Retention and Promotion	NAC: 1.4, 1.41	

- I. POLICY: The facility administration shall provide employment opportunities to the widest possible range of candidates and shall select from that group the best qualified persons to meet program needs. Selection, retention and promotion shall be based upon merit, applicable statutes and personnel policy as set forth in directives from the parent agency. Consultants, volunteers, and contract personnel who work with juveniles shall agree to comply with written policies of the facility especially on confidentiality of information.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Lateral Entry: Transfer, at the same grade and salary level, to another section or facility.

- III. PROCEDURES: Procedures that shall be followed by both the Chief Administrator and Assistant Administrator include:
  - A. <u>Personnel Management Principles</u>: The essential components are:
    - 1. To determine and develop an effective organizational system.
    - To recruit, promote and retain the best possible candidates on the basis of merit and specified qualifications to carry out the facility's policies.
    - 3. To assure equal opportunities for all candidates as well as for the existing staff.
    - 4. To assure that proper counseling toward better job performance and career achievement is available to all staff.
    - 5. To assure that a career goal is available to all staff and that appropriate training is provided to each staff member.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Selection, Retention & Promotion	3.1	Page 2 of 5

- 6. To provide internal promotion opportunities for staff whenever possible, balanced with the need of the facility for experience not available within the facility.
- 7. To develop a personnel management philosophy but to implement a decentralized personnel operation.
- 8. To aggressively pursue an affirmative action program which recruits persons who might not otherwise seek employment with the facility.
- 9. To maximize job satisfaction and involvement on the part of each staff member by encouraging individual decision making and involvement in establishing policies.

# B. Employment Prospecting: The Office Manager shall:

- 1. Receive job applications and maintain files for each job description.
- 2. Contact names on register for interest in employment.
- 3. Arrange employment interviews with the Chief Administrator.

# C. Staff Selection and Promotion:

- Initial selection and promotion shall be made based on experience, education, physical condition, training and performance.
- Employment and promotion requirements shall be evaluated through written tests, oral interviews, background investigation verification, or any combination of the three.
- 3. Lateral entry into the facility shall be permissible at all levels. No section shall initiate or allow any practice which will restrict selection or promotion of qualified staff from outside the section.
- 4. Salary levels and employee benefits for facility staff shall be competitive with other parts of the juvenile justice system, as well as with comparable occupational groups in the private sector.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Selection, Retention & Promotion	3.1	Page 3 of 5

- 5. Staff members must be able to demonstrate that they have the skills required to perform specific job related tasks. Supervisory staff must be qualified professionals in their fields.
- 6. Staff shall be subject to reassignment. Such changes will be made with due consideration of the staff member and the needs of the parent agency, as well as the facility program.
- D. Interview Committee: Supervisors may request an interview committee to assist them in any procedures for hiring of new staff, promotion, termination, etc. The interview committee will consist of:
  - 1. Supervisor of the area that is being hired for.
  - 2. Senior staff of the same area.
  - 3. One other administrative staff member (rotating assignment).

The decision of the interview committee will be in the form of a recommendation to the responsible supervisor. Final authorization, if necessary, will be the responsibility of the Chief Administrator.

E. Physical Examinations: To ensure that candidates can accomplish the required duties of the position, physical examinations shall be conducted prior to employment and the findings and recommendations of the examining physician forwarded to the Personnel Officer. Annual physical examinations including a T.B. test are required of all staff to ensure their continuing ability to function effectively. Any staff determined by the responsible medical authority to be unfit for duty is to be removed or reassigned according to appropriate laws and regulations.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Selection, Retention & Promotion	3.1	Page 4 of 5

- F. Records Check: The names of all prospective staff shall be referred to the personnel office of the parent agency for background investigation. Because of the sensitive nature of training school facilities, appropriate steps are necessary to ensure:
  - 1. Accuracy of information furnished on application and/or interview.
  - 2. Evaluation of criminal record. A criminal record shall not bar employment automatically, but must be evaluated according to the seriousness of the offense and its relation to and probable effect upon job performance. An arrest or conviction occurring after the date of hire, particularly for an offense that relates to the employment, may be subject to disciplinary action or suspension.
  - 3. That as a general rule anyone adjudicated for child neglect/abuse shall not be considered for employment.
  - 4. Possession of current certificates, licenses or registrations as evidence of competence to perform specific duties. Proof of license will be kept on file.
- G. Appeals: Any staff or potential staff member who believes they are unfairly treated may submit a written request for review to the Chief Administrator. If dissatisfied with the response, the complainant may appeal further to the parent agency for final decision. Responses to such requests shall be prompt and in compliance with grievance procedures.

#### H. Review:

- 1. The parent agency's personnel officer shall provide the Chief Administrator with a comprehensive personnel policy report at the end of each fiscal year. The Chief Administrator shall review this report and evaluate progress as it relates to overall parent agency and facility program goals.
- 2. Reports of progress and/or major deficiencies in the personnel program reviews shall be discussed with representatives of the parent agency.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Selection, Retention & Promotion	3.1	Page 5 of 5

- I. Provisional Appointments: Unusual and/or emergency situations sometime require employment of temporary or part-time staff. The parent agency's personnel office shall develop rules to govern provisional appointments within the following framework:
  - 1. Selection of provisional staff is restricted to persons possessing at least minimum qualifications for the position.
  - Provisional staff shall be provided with training, salary, leave accrual, days off and other staff benefits enjoyed by regular full time staff in the appropriate job category. Such benefits shall be prorated for the provisional staff working less than full time. Benefits may never exceed those for full time workers.
  - 3. No provisional appointment may exceed one year in duration and may be extended only by the Chief Administrator with written approval by the parent agency. A provisional appointment may never exceed two years.
- J. Staff Hiring: Hiring practices and procedures must conform to parent agency policies.
- K. Professional Membership: Staff members are encouraged to apply for membership in related professional organizations to enable them to stay abreast of developments in the field, and to upgrade their skills through participation in workshops and conferences.

Estrative Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number Pages 3.2 2
Chapter:	Related Standards:
PERSONNEL	ACA: 2-9063, 2-9064
Subject:	NAC: 1.4
Affirmative Action	

- I. POLICY: The parent agency shall establish and implement an affirmative action plan which offers equal opportunities to all persons in all phases of employment.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:

Affirmative Action: A concept designed to ensure equal opportunities for all persons regardless of race, religion, age, sex, or ethnic origin. The equal opportunities shall include all personnel programming including selection, retention, rate of pay, demotion, transfer, layoff, termination and promotion.

#### III. PROCEDURES:

A. Sex: The nature of some program operations dictate that some sex-sensitive job assignments be made and that some positions be restricted by sex. Each of these assignments and restrictions shall be fully reviewed by the Office of Affirmative Action and the local or state equal employment opportunity/ affirmative action committee to assure that they comply with the bonafide occupational qualification exceptions recognized in Title VII of the Civil Rights Act.

Chapter	Subject	Policy #	
PERSONNEL	Affirmative Action	3.2	Page 2 of 2

B. <u>Discrimination Charges</u>: Discrimination charges and their resolution (whether filed internally or with external civil rights agencies) are reviewed to assure that policies which have been unintentionally discriminatory are revised.

Effective Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 3.3	Pages 7
Chapter: PERSONNEL	Related Standards: ACA: 2-9069, 2-2-9077	-9076, 2~9077,
Subject: Performance Evaluation of Probationary Staff and Annual Performance Ratings for all Staff	NAC: 1.4	

- J. POLICY: Performance of all staff, permanent and probationary, shall be evaluated regularly against the standards expected for the assigned position.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Performance Appraisal: A continuous process of measuring performance against defined standards.
  - B. Service Rating: Measurement of performance compared to others performing the same tasks and past performance of the individual staff member.
  - C. <u>Critical Element:</u> A component of a staff member's job that is essential to perform it effectively.
  - D. Non-Critical Element: Any component of the job which, although important, is not deemed critical in relation to other aspects of the job.
  - E. Performance Standards: The level of achievement established by the administration for the duties and responsibilities of a position. Performance standards may include, but are not limited to, quality, quantity and timeliness.
  - F. Probationary Staff: A staff member who has not attained permanent status.

Chapter	Subject	Policy #		
PERSONNEL	Performance Evaluation	3.3	Page 2 of	7

- A. Probationary Period: The probationary period of a term of not less than 6 months and more than one year extends the assessment and selection process by allowing the staff member to demonstrate his/her capability to perform the duties and responsibilities of the position. During this time, probationary staff shall receive an intensive program of job direction/skills that will enable them to perform effectively.
  - 1. Performance Standards: Each probationary staff member shall receive a job description. Standards of performance shall be given to the probationer on entry and shall be explained during the orientation period.
  - Performance Rating: Each probationary staff member shall receive an administrative rating periodically, by his/her Assistant Administrator, to assess the total fitness of the appointee, including integrity, aptitude, good work habits, cooperation and conduct.
    - a. The completed rating must be filed in the staff member's official personnel folder and retained for two years.
    - b. The staff member shall be allowed review of the rating within 30 calendar days following completion of the rating period.
    - c. Careworker staff subject to frequent job and/or supervisor changes may be rated on a simplified form monthly.

Chapter	Subject	Policy #	
PERSONNEL	Performance Evaluation	3.3	Page 3 of 7

- Probationary Evaluations: The supervisor of each probationary staff member must submit an evaluative statement no later than the end of the last month of the probationary period. This signed statement certifies whether the staff member's performance, conduct and general character traits have been satisfactory. A recommendation about the staff member's being retained beyond the probationary period shall be included in the statement. The staff member shall read and initial all ratings of past and present performance.
  - a. Evaluations should be initially prepared in rough form by the supervisor to be reviewed for clarity, pertinence, applicability, accuracy, etc., and should be given to the staff member for review.
  - b. Evaluations are to be discussed in private with the staff member to provide full explanations about the ratings prior to being signed by the supervisor and staff member. All evaluations are to be forwarded to the Chief Administrator for final review and approval prior to being sent to the parent agency.
- 4. Probationary Rights: Failure to meet reasonable standards of performance and satisfactorily complete training shall be a basis for disqualifying staff during the probationary period. Probationary staff do not have the right to appeal evaluations.
- B. Performance Appraisals: Performance appraisals shall be implemented by the Chief Administrator to encourage the staff to evaluate their own work habits. Annual appraisals shall be required for all non-probationary staff. This system shall provide for:

Chapter	Subject	Policy #	
PERSONNEL	Performance Evaluation-	3.3	Page 4 of 7

- 1. Establishing performance standards that objectively and accurately evaluate job performance.
- 2. Communicating to staff both the performance standards and the critical elements to the position.
- 3. Evaluating staff performance during the appraisal period.
- 4. Recognizing and rewarding staff whose performance warrants it.
- 5. Assisting in improving unacceptable performance.
- 6. Reassigning, reducing in grade or removing staff who continue to have unacceptable performance, but only after they are given opportunity to demonstrate acceptable performance.
- 7. Establishing major job elements (critical and non-critical):
  - a. Critical and non-critical elements are the specific projects/tasks which define the position. These elements and corresponding performance standards shall be communicated to each staff member at the beginning of the rating period.
  - b. The individual performance standards and appraisals must evaluate:
    - Improvements in efficiency, productivity and quality of work or service.
    - (2) Timeliness of performance.

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PERSONNEL	Performance Evaluation	3.3	Page 5 of 7

- C. Service Ratings: Service ratings for permanent staff provide both an evaluation of work performance and a review of work related goals. A service rating must also be completed on an individual separating from the facility to provide a final record of work performance.
  - 1. An annual service rating must be completed, by the supervisor, for all permanent staff on their anniversary date.
  - 2. A service rating must be completed, by the supervisor, for all staff who separate, due to resignations, retirement, suspensions, dismissals, military leave, or transfer from the facility.
  - 3. The service rating must be completed, by the supervisor, in quadruplicate. The original and one copy must be forwarded to the parent agency by the first week of the month following the month of review. One copy is placed in the individual's personal file. One copy is given to the individual.
  - 4. Service rating can be done on a monthly or more frequent basis as a counseling device to improve work performance of staff.
  - 5. After completion of the service rating, the supervisor shall arrange a private interview with the staff member being evaluated. The interview should involve a review of the prior service rating as a comparison to the service rating that has just been completed. The staff member's strengths and weaknesses should be discussed and he/she should be encouraged to express his/her opinions.

Chapter	Subject	Policy #	
	Performance Evaluation -	3.3	Page 6 of 7

- 6. After a review and discussion of the service rating the staff member will be given an opportunity to make written comments before signing the rating form. The employee's signature does not imply agreement but only that the conference was conducted and that the staff member read the service rating. If the employee refuses to sign, the supervisor should note this fact and add any pertinent comment.
- 7. Service Rating Description: The service rating contains five elements ranging from one through ten points for each element. The average of the total points for the elements constitutes the service rating score.
  - a. The scores nine and ten are excellent. To achieve these points the individual must have performed all assigned tasks in a superior/outstanding manner. A brief narrative of how the individual performed should be provided when these points are earned.
  - b. The scores seven and eight are very good. The individual's performance must have exceeded the requirements of satisfactory job performance.
  - c. The scores five and six are satisfactory.
    The individual must meet the full job
    requirements as defined by the supervisor.
    In instances where the supervisor has not
    established clear job requirements, a
    rating of at least five is appropriate.
  - d. The scores three and four are fair. The individual must have failed to meet specific job performance requirements. A brief narrative should be provided detailing job requirements not met and the specific requirements needed to improve.

Chapter	Subject	Policy #	
PERSONNEL	Performance Evaluation	3.3	Page 7 of 7

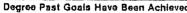
- e. The scores one and two are unsatisfactory. Performance at this level is so deficient in meeting job requirements that release from employment is justified. A narrative is required specifying the performance deficiencies of the individual. If the individual is to be retrained, the retraining program shall be specified in the goals section of the service rating.
- D. Termination of Employment: After completion of the probationary period, termination or demotion is permitted only for good cause and, if requested, subsequent to a formal hearing on specific charges. The hearing will be conducted by a civil service commission or other career service organizations.
  - 1. The Chief Administrator, after clarifying the situation and with approval of the parent agency, may discharge any staff member whose behavior is contrary to the policies of the facility. The Chief Administrator and supervisor will discuss the matter with the staff member before taking action.
  - 2. If a staff member wants to end his/her position at the facility, a minimum of two weeks notice, in writing, should be given.
- Exit Interview: An exit interview will be performed by the Chief Administrator upon termination of any staff member. This interview will become a permanent part of the staff member's record.

Effective Date		Approved By:			

# Sample Juvenile Training School

# Professional Service Rating

Namo	Social Security Number	Division/Area
Status	Classification/Title	Job Assignment
awarded in each of t vice rating.	ormance is to be rated numerically in each of the following six (6 he categories should then be totalled in the space provided and d e clarifications to the numerical score should be entered in the " g points:	lvided by six (6) to arrive at an employee's overall ser-
Excellent (9-10)	Very Good (7-8) Satisfactory (5-6)	Fair (3-4) Unsatisfactory (1-2)
Points Awarded	Rating Category	Remarks
	Dependability - Trustworthy and reliable in completing assignments; observes policy; meets commitments in spite of difficulties.	
	Quality of Work - High quality is maintained under pressure. Does all parts of job, even new tasks, to high standards; work is neat and orderly.	
	Cooperation - Able to get along with and work harmoniously with fellow employees; establishes rapport with all people with whom there is contact. Able to work with supervisor in order to develop as a better employee.	
	4. Communication Ability - Able to describe and explain problems; content and logic is organized. Able to listen; persistent in trying to understand others; expresses self in clear terms.	
	Judgment - Decisions are always sound in keeping with agency policy. Able to react in a crisis and arrive at solutions. Consistent in taking correct action.	
	6. Favorable Job Attitude - Looks for, finds and follows methods for self-improvement. Consistently promotes the agency; is a self-starter, frequently finds improved ways of doing job.	
Total Points	Report Period	Overall Service Rating
	to	
Goals for Employee		



# SAMPLE JUVENILE TRAINING SCHOOL EMPLOYEE PERFORMANCE APPRAISAL REPORT

Name								·		Date_		
Job Title									Da	te Employe	d	
Last Appraisal on	<u> </u>	<del></del>										
Quality of Work-(Do not cons	ider amount of work	c). Is work done co	rrectly and	i accurately?	Does wor	k meet the	required st	andards o	of quality?	Are errors	more free	quent than
normai at ui	is stage of training?											
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Supporting statistics:												
Specific training needed:				······································								
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Quantity of Work-(Do not con Industrious	nsider quality of wo ness: How does en	rk). Production: I aployee apply hims	How does self or her	production self to the jo	compare v	with job sta	ındards oı	nonnal?				
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Supporting production statistic	~~•											
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Ability to Understand and Follo	low Instructions-Do	es employee under	rstand ins	truction?								
		es employee actua			was told to	o do?						
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Requires repeated and cons	ant in- Needs deta	iiled instructions o	n every	Understand	s instruct	ions rea-	Understa	nds and I	ollows in	Unders	rands wi	th great
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Supporting comments:												
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Negative reaction to superv and criticism. At times unc erative.		ppy to have cont. Takes some exce			cooperati					Fully coop helpful.	erative. T	ries to be
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Not fully accepted by fellow Tolerated by group. Not par-Accepted as one of the group. Well-liked by fellow workers. Liked by everyone. People workers. May cause friction. ticularly tactful or cooperative Gets along with fellow workers. Cooperates readily. Makes eager to work with him or her. with fellow employees. Cooperates with others. favorable impression. Supporting comments: Health and Physical Condition-How does employee's health and physical condition affect his or her work? Poor health. Physically Not in the best health. Some Has reasonably nor-Always fit. Has pep and energy. Has good health and energy. unadapted to job. physical condition which afmai health. Keeps in good physical shape. fects job. Absence and punctuality record: \_\_ Greatest Strengths \_ Needs Improvement on \_ General Comments This Performance Appraisal was discussed with the employee on \_\_\_\_\_\_and we reviewed together what is needed for further development and progress. Employee's reaction to the job (quote) Our plan for action . Employee's signature Supervisor's signature Comment: \_\_\_ Approved: Assistant Director

Personality-1s employee accepted by fellow workers? Does employee get along with other workers? Does employee have any objectionable characteristics which affect staff

members?

Approved:

Director

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	3.4	2
Chapter:	Related Standards:	
PERSONNEL	ACA: 2-9080, 2-	-9083
Subject: Staff Pay Comparability and		
Expense Reimbursement		

- I. POLICY: The parent agency shall provide staff salary levels and staff benefits which should be competitive with other parts of the juvenile justice system as well as with comparable occupational groups in the private sector. Staff shall be reimbursed for legitimate expenses incurred in the conduct of official business.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Occupational Groups: Managers, tradespersons or professional staff who are assigned duties, responsibilities and authority similar in nature and level of difficulty.

- A. Competitive Pay: The Chief Administrator of each facility shall submit an annual report to the parent agency including a list of the pay scale for comparable staff in the area.
  - 1. Actual salary.
  - 2. Fringe benefits.
    - a. Medical care.
    - b. Insurance benefits.
    - c. Leave allowances.
    - d. Pension plans.
    - e. Other programs.

Chapter	Subject	Policy #	
PERSONNEL	Staff Pay Comparability and Expense Reimburse- ment	3.4	Page 2 of 2

# 3. Consideration of:

- a. Commuting distances.
- b. Job stress.
- c. Assignment hours.
- d. Requirements for stand-by.
- e. Hazardous conditions.
- B. Expense reimbursements will be in accordance with state travel rules and regulations.

	Estective Date	Approved By:	
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Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	3.5	8
Chapter:	Related Standards:	
PERSONNEL	ACA: 2-9079	
Subject: Staff-Supervisors Relations and Grievances		

- I. <u>POLICY:</u> The facility administration strongly encourages that relationships between supervisors and staff be mutually respectful and, when differences occur, that resolution be as informal, as possible. If differences cannot be resolved informally, the grievance shall be concluded at the earliest possible step of the procedures outlined in this document.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. <u>Supervisors</u>: That group of persons with authority to manage, direct, supervise or prepare evaluations of performance for subordinate staff.
  - B. Staff: Any full time or part-time persons in the facility who have been properly selected and assigned probationary or permanent status by the parent agency or Chief Administrator.
  - C. <u>Grievance</u>: An alleged breach or violation of policies and procedures or a dispute arising from the interpretation or application of the same.
  - D. <u>Discrimination</u>: Any action taken against staff because of race, color, religion, sex, age, handicap, national origin, or any other non-merit factor.

Chapter	Subject	Policy #	
PERSONNEL	Staff-Supervisors Relations and Grievances	3.5	Page 2 of 8

- A. Staff-Supervisors Relations Committee: A relations committee, established by the Chief Administrator of each facility shall be composed of the following members:
  - 1. Assistant Administrators -- Chairpersons.
  - 2. One supervisory person from each section (to be appointed by Assistant Administrator of the section).
  - 3. One non-supervisory person from each section (selected by the staff).
- B. Meetings: Committee meetings shall be held quarterly.
  - 1. Staff concerns about any of the following conditions shall be discussed:
    - a. Proposals for program changes.
    - b. Safety practices.
    - c. Training plans.
    - d. Legislative actions pending.
    - e. Anticipated changes in facility operations.
    - f. Policy and procedure changes are required by law or other jurisdictional authority.
  - 2. The agenda, conduct of the meeting and preparation and distribution of the minutes shall be required by the Chairpersons. The Chairpersons shall examine the minutes of each meeting, evaluate the concerns expressed and, if necessary, take corrective action. Such actions may include:

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PERSONNEL	Staff-Supervisors Relations and Grievances	3.5	Page 3 of 8



- a. Requiring additional information from appropriate Assigned Supervisors.
- b. Appointing a group to evaluate a situation and prepare recommendations for corrective action.
- C. Program Involvement: Staff-supervisor relationships benefit from staff involvement in facility program planning. For example, staff can participate in:
  - 1. Monthly section staff meetings.
  - 2. Specialized training program meetings.
  - 3. Quarterly administrative meetings conducted by the Chief Administrator, open to all staff.
  - 4. Section program planning.
  - 5. Regular review of emergency program plans.
- D. Discussion: Staff are encouraged to discuss work-related problems informally with their supervisors before they use the formal grievance procedure or speak with the Chief Administrator. Both staff and supervisors are urged to attempt to resolve grievances at their level to provide the quickest solution and maintain the best possible relationship. If a satisfactory solution is not reached in an informal manner, then the grievance procedure can be used.
- E. Grievance Procedures: These procedures shall provide a just and equitable method for the administrative resolution of discrimination complaints and/or grievances. These procedures shall apply to any staff who believe they have experienced unfair treatment in any area subject to parent agency control.



Chapter	Subject	Policy #	
PERSONNEL	Staff-Supervisors Relations and Grievances	3.5	Page 4 of 8

# 1. Staff Rights and Restrictions:

- a. Each staff member shall have the right, at their own expense, to enlist the assistance of an advocate at any level of the grievance procedure and/or discrimination complaint procedure.
- b. A staff member will be allowed a reasonable period of time, during working hours, to prepare his/her case.
- c. No staff shall suffer harassment or any other form of retaliation as a result of exercising the right to appeal, contained in the grievance procedure.
- e. A staff member selected as a representative, or a witness in a grievance related act, is required to give his/her immediate supervisor reasonable advance notice so that his/her absence will not unduly interfere with facility operations.

### 2. Exceptions to the Grievance Procedures:

- a. Matters subject to final action outside the parent agency such as legislative acts or regulations promulgated by other agencies.
- b. Content of legislation or policies promulgated by the parent agency.
- c. Selection or non-selection for promotion made from a group of properly ranked and certified candidates.
- d. Action terminating a temporary promotion.
- e. Decisions not to adopt a suggestion, or bestow a performance award or other honorary or discretionary award.

Chapter	Subject	Policy #	
PERSONNEL	Staff-Supervisors Relations and Grievances	3.5	Page 5 of 8

- f. A preliminary warning or proposed notice of adverse action against a staff member.
- g. Termination of the services of a probationary staff member.
- h. Fitness for duty examinations.
- i. Health benefits decisions.
- j. Violation of military restoration rights.
- k. Salary retention decision.
- 1. Violation of re-employment rights.
- 3. Implementation of Grievance Actions: A staff member must present any grievance within 15 calendar days after the alleged incident occurs.
- 4. Grievance Rejections: A grievance may be rejected if:
  - a. The staff fails to complete the informal procedures outlined in this document.
  - b. The grievance is not filed in a timely manner.
  - c. The grievance relates to a matter beyond parent agency control.
  - d. The requested relief is not personal to the grievant.
- 5. Notification of Rejections: Notification of grievances rejected shall be provided in writing by the parent agency indicating the reason for rejection and advisement of an appeal procedure.

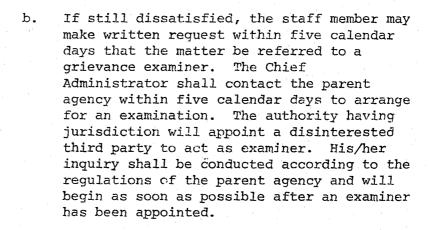
Chapter	Subject	Policy #	
PERSONNEL	Staff-Supervisors Relations and Grievances	3.5	Page 6 of 8

- Informal Grievance Procedures: A staff member must complete an informal procedure before a grievance will be accepted under the formal procedures grievance. A grievance over a disciplinary action, however, may be initiated at a higher level if the supervisor does not have the authority to grant the relief sought. In all other cases the following two steps are required:
  - a. The staff member alleging a grievance must present the matter orally to his/her immediate supervisor, either alone or accompanied by a representative. The immediate supervisor shall consider all available facts and notify the staff member of the decision as soon as possible but not later than five calendar days following the date of the grievance presentation.
  - b. If dissatisfied with the decision of the supervisor, the staff member and/or designated representative may present the grievance to the next higher supervisor official within five calendar days following the initial resolution attempt.

## 7. Formal Procedure:

a. If the grievance is not satisfactorily resolved through informal procedure, the staff member or representative may present a written grievance to the Chief Administrator within five calendar days following the final informal decision. This written grievance shall contain, at a minimum, the identity of the aggrieved staff member, the specific nature of the grievance, the corrective action sought and the signature of the staff member and/or representative. The Chief Administrator shall review the grievance and give the staff member a decision in writing.

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	Staff-Supervisors		
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TENDONNEL	Grievances		



c. The Chief Administrator shall then give full consideration to the entire grievance file, including the examiner's findings and recommendations, and make a final decision within five calendar days of receipt. The examiner shall forward the findings and recommendations to the Chief Administrator no later than 30 calendar days after completion of the inquiry.

# Exceptions to this process are:

- (1) If the legality of the examiner's decision is questioned, the decision may be forwarded to the parent agency legal counsel, who will render a binding legal opinion.
- (2) If the examiner's recommendations are unacceptable, the grievance, along with a statement about why the findings are unacceptable, shall be forwarded to the next highest level deciding official within five calendar days of receipt of the examiner's findings. The staff member affected shall be given a copy of this statement.

Chapter	Subject	Policy #	
PERSONNEL	Staff-Supervisors Relations and	2 5	Page 8 of 8
FIRSONNEL	Grievances	3.3	Page 8 of 8

d. The next highest level deciding official shall review the file, including the examiner's recommendations, and make a decision in writing within ten calendar days of receipt. No further right of appeal will be accepted.

Estrative Date	Approved By:

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	3.6	2
Chapter:	Related Standards:	
PERSONNEL	ACA: 2-9060 - 2	2-9062
Subject:		
Establishment and Review of the Personnel Manual		

- I. POLICY: The facility administration shall maintain a policy manual which covers all parent agency and facility policy and procedures about personnel matters.
- II. DEFINITIONS: None.

- A. Format of the Manual: The personnel manual shall be organized into related chapters. The language used shall be in layman's terms without technical jargon or references not known by the reader.
- B. Content of the Manual: The content of the manual shall include but not be limited to:
  - 1. Recruitment policies and procedures.
  - 2. Organization of the facility.
  - 3. Job qualifications and descriptions for all employment categories.
  - 4. Directions for acquiring additional information about additional job specialities.
  - 5. Equal opportunity information.
  - 6. Salaries for representative job categories.
  - 7. Benefits for staff.
  - 8. Holidays.
  - 9. Leave and work hours.
  - 10. Personnel records.

Chapter	Subject	Policy #	
PERSONNEL	Establishment and Review of the Personnel Manual	3.6	Page 2 of 2

- 11. Performance evaluations.
- 12. Training requirements.
- 13. Promotions.
- 14. Retirement benefits.
- 15. Resignation, suspension and discharge policies.
- 16. Staff-supervisor relations.
- 17. Physical fitness policy.
- 18. Disciplinary, grievance and appeal procedures.
- 19. Policy about political activity.
- 20. Insurance.
- 21. Professional liability.
- 22. Position responsibilities.
- C. Manual Availability: The personnel manual shall be made available to all staff members. Complete copies of the manual shall be kept in the administrative offices of the facility and in the staff library and should be made available for public review.
- D. Training: The contents of the personnel manual shall become an integral part of the staff orientation program. All new staff shall be provided with a summary of the personnel manual. This summary shall include the major elements of personnel policies most directly affecting staff programming.
- E. Personnel Manual Review: This manual, along with all personnel policies and practices, shall be reviewed annually by the Chief Administrator. A written report shall be forwarded to the parent agency containing comments about existing policies and any recommendations for revision, addition or deletion.

Effective Date	Approved By:	

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	3.7	3
Chapter:	Related Standards:	
PERSONNEL	ACA: 2-9019, 2-9	9084
Subject:		
Code of Ethics		

- I. POLICY: The facility requires the highest possible level of conduct from all staff, protects the integrity of the parent agency and facilitates the recruitment and retention of the highest caliber staff.
  - F.. Relationships with Juveniles/Colleagues/Other Professions/The Public:

Staff members will respect and protect the civil and legal rights of all juveniles.

Staff members will serve each case with appropriate concern for the juvenile's welfare and with no purpose of personal gain.

Relationships with colleagues will be of such character to promote mutual respect within the profession and improvement of its quality of service.

Statements critical of colleagues or their agencies will be made only as these are verifiable and constructive in purpose.

Staff members will respect the importance of all elements of the criminal justice system and cultivate a professional cooperation with each segment.

Subject to the juvenile's rights of privacy, staff members will respect the public's right to know, and will share information with the public with openness and candor.

Staff members will respect and protect the right of the public to be safeguarded from criminal activity.

### B. Professional Conduct/Practices:

No staff member will use his or her official position to secure special privileges or advantages.

Chapter	Subject	Policy #	
PERSONNEL	Code of Ethics	3.7	Page 2 of 3

No staff member, while acting in an official capacity, will allow personal interest to impair objectivity in the performance of duty.

No staff member will use his or her official position to promote any partisan political purposes.

No staff member will accept any gift or favor of such nature to imply an obligation that is inconsistent with the free and objective exercise of professional responsibilities.

Ir any public statement, staff members will clearly distinguish between those that are personal views and those that are statements and positions on behalf of an agency.

Staff members will be diligent in their responsibility to record and make available for review any and all case information which could contribute to sound decisions affecting a juvenile or the public safety.

Each member will report, without reservation, any corrupt or unethical behavior which could affect either a juvenile or the integrity of the organization.

Staff members will not discriminate against any juvenile, employee, or prospective employee on the basis of race, sex, creed, or national origin.

Staff members will maintain the integrity of private information; they will neither seek personal data beyond that needed to perform their responsibilities, nor reveal case information to anyone not having proper professional use for such.

Any staff member who is responsible for agency personnel actions will make all appointments, promotions, or dismissals orly on the basis of merit and not in furtherance of partisan political interests.

Chapter	Subject	Policy #	
PERSONNEL	Code of Ethics	3.7	Page 3 of 3

II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Code of Ethics: A system of principles governing a facility which conform to accepted professional standards of conduct.

- III. PROCEDURES: Specific training procedures to assist staff members in fulfillment of the above requirements are detailed in chapters 3.3 and 4.1 of this publication.
  - A. Each staff member will receive a copy of the Code of Ethics during orientation training.
  - B. A violation of the Code of Ethics is basis for disciplinary action.
  - C. Orientation as well as continued training will instruct each staff member in what constitutes compliance with or violation of the Code of Ethics.

Effective Date	Approved By:		

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 3.8	Pages 3
Chapter: PERSONNEL	Related Standards: ACA: 2-9073	
Subject: Regular Review of Staffing Requirements		

- I. <u>POLICY</u>: Each Assigned Supervisor shall regularly evaluate and review staffing assignments to meet existing and changing program requirements.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. <u>Vacancy</u>: Any authorized position which is not filled by a permanent designee.
  - B. <u>Authorized Positions</u>: Positions assigned to the facility, in writing, by the parent agency.
  - C. Budget and Planning Committee: The senior officials of the facility including the Chief Administrator, Assistant Administrators and all Assigned Supervisors.

- A. Statistics: The parent agency's personnel officer shall provide the Chief Administrator and Assistant Administrator with accurate statistics about facility staffing. Prior to each quarterly budget and planning meeting, the Office Manager shall distribute a current listing citing:
  - 1. Total number of staff in each section.
  - 2. Total vacancies in each section.
  - 3. Vacancies anticipated.
  - 4. New staff expected.
  - Total vacancies in the facility.
  - 6. Total number of authorized positions.

Chapter	Subject	Policy #	
PERSONNEL	Regular Review of Staffing Requirements	3.8	Page 2 of 3

# B. Evaluation of Operations:

- 1. Assigned Supervisors shall evaluate section operations and propose operational improvements within allotted resources.
- 2. Assigned Supervisors shall provide realistic coverage for all essential posts and coverage required for training, days off, annual and sick leaves and other authorized and unauthorized absences.
- 3. Assigned Supervisors shall be prepared to present the Chief Administrator with a written or oral presentation of staffing requirements at each budget and planning committee meeting.
- C. Staffing Evaluation: The Chief Administrator shall regularly evaluate the facility staffing needs to ensure the best use of manpower resources. The evaluation process shall include consideration of existing needs, staff suggestions and recormendations, as well as current and projected plans and goals for the facility. The appropriate staff-juvenile ratio shall be maintained at all times.
- D. Status of Personnel Program: The Chief
  Administrator shall report the status of the
  personnel program regularly to the parent agency.
  These reports may be made by separate correspondence
  or included in the Chief Administrator's regular
  narrative reports to the parent agency. The report
  shall include at a minimum statistics on:

Chapter	Subject	Policy #	
PERSONNEL	Regular Review of Staffing Requirements	3.8	Page 3 of 3

- 1. Total number of authorized staff.
- 2. Total number of staff on duty.
- 3. Vacancies by category.
- 4. Affirmative action data.
- 5. Unusual vacancies.
- 6. Staff-supervisor relations.

Estective Date	Approved By:		

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 3.9	<b>Pages</b> 6
Chapter: PERSONNEL	Related Standards: ACA: 2-9066, 2-9067	
Subject: Personnel Records		

- POLICY: The Assistant Administrators shall maintain adequate personnel records for each staff member, ensure the confidentiality of those records and provide staff access to them. Staff members shall have the right to challenge information in their personnel files.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Official Personnel File: A current and accurate record of a staff member's job history including all important information relating to that history.
  - B. Mandatory Acknowledgements: Signed receipts from staff which indicate acceptance to abide by mandatory rules and regulations.

# III. PROCEDUPES:

A. Official Personnel File: The Office Manager is directed to establish a permanent, separate and confidential record for each facility staff member. The record shall be divided into recruitment, performance, awards and adverse actions, current assignment and education/training. Each section shall contain, at a minimum, the following information:

### J. Recruitment:

- a. Application for employment.
- b. A summary of verification of applicant's background, including training, education, employment history and salary records.
- c. References.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Records	3.9	Page 2 of 6

### 2. Performance:

- a. Current position description.
- b. Current completed performance rating.
- c. Previous completed performance ratings.
- d. Correspondence and/or notations related to performance.
- e. Reason for termination or discharge.

#### 3. Awards and Adverse Actions:

- a. Copies of all awards and commendations for meritorious performance.
- b. Notations of any awards for special suggestions for facility or programmatic improvements.
- c. Copies of awards received for special community services.
- d. Complete record of all adverse actions finding the staff member's performance illegal or substandard.
- e. Provisions shall be made to remove adverse actions, i.e., letters of reprimend, written warnings, etc. from the personnel file after two years, given that no recurrent actions on the part of the staff member occurs.
- 4. Current Assignment: Current assignment material should be organized to allow easy access and accuracy. Each file must include at a minimum:

Chapter	Subject	Policy #				
PERSONNEL	Personnel Records	3.9	Page	3	of	6

- a. Staff member's name.
- b. Social security number.
- c. Current position title.
- d. Current salary and grade.
- e. Date appointed and type of position.
- f. Location of position: city, county, state.
- g. Facility.
- h. Receipt signatures for all mandatory acknowledgements (i.e., code of ethics, affirmative action agreement, oath of office, grievance manual, or other documents which staff member receipts are required by the parent agency.
- 5. Education and Training: The following information shall be included in a staff member's file:
  - a. A complete record of verified educational achievements
  - b. A summary and/or copies of certificates for all specialized education.
  - c. A summary of the staff member's current achievement toward mandatory training required by the parent agency and facility.
- B. Supplement to Supervisory Evaluations: If a staff member is not satisfied that supervisory evaluations accurately reflect either the fact or the totality of the events being described, the staff member shall have the right to supplement the personnel record with documentation designed to correct the perceived discrepancy.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Records	3.9	Page 4 of 6

- C. Personnel Record Security: All records shall be maintained in a physically secure area with locking devices to prevent unauthorized entry. The records should be stored in fire resistant cabinets except during preparation, assembly and review of material.
  - 1. Information Confidentiality: All information in a staff personnel file is considered confidential and may be released only with written consent of the staff member. Any staff member or official who discloses information of a confidential nature obtained from the staff member's personnel file may be guilty of illegal conduct or conduct in conflict with parent agency and/or facility regulations. This restriction does not include review of the material parent agency. Such authorizations for review are usually limited to administrative office employees, supervisory staff and parent agency officials whose duties require an understanding of the background and qualifications of the staff member.
- D. Review and Challenge by Staff: Staff are encouraged to review the contents of their personnel files periodically to ensure that the information is accurate and complete.

### 1. Review:

- a. Reviews should be conducted under visual observation of a staff member of the administrative office.
- b. The review may reveal the need for additional updating information.
- 2. <u>Challenges:</u> Incorrect or misleading material may be challenged by the staff.

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170. E.M. EO 1 E3 50. EN 1325 (81 1 0511 1010 111 E2)			
17. WERE YOU EVER CONVICTED OF A CRIMINAL OFFENSE, OR	HAVE VOILEVER FOREE	TED 2010 05 001 1 4	TERAL IN CONNECTION WITH A
CRIMINAL CHARGE? IS ANY CRIMINAL CHARGE AGAINST Y COMMITTED BEFORE YOUR EIGHTEENTH BIRTHDAY WHICH	OU NOW PENDING? IOMIT	(I) MINOR TRAFFIC V	IOLATIONS, AND (2) ANY OFFENS
OFFENDER LAW.) IF "YES", GIVE DETAILS ON A SEPARATE	SHEET OF PAPER, CONVI	CTION OF A CRIMINAL	OFFENSE IS NOT A BAR TO
EMPLOYMENT IN ALL CASES, EACH CASE IS CONSIDERED O	NIIS MEHIIS.		
	YES NO		
18. WERE YOU EVER CONVICTED FOR CHILD ABUSE OR NEGLECT?	YES NO		
I HEREBY CERTIFY THAT ALL STATEMENTS ARE FULL AND		36 MV VNOW! 5565 1	
ALL STATEMENTS CONTAINED HEREIN WILL BE VERIFIED			

(Sign as you usually sign)

Chapter	Subject	Policy #	
PERSONNEL	Personnel Records -	3.9	Page 5 of 6

- a. Preparation of a written statement describing the information to be challenged and the reason why the information is believed to be incorrect.
- b. Presentation to the staff member's immediate supervisor of dated information. The supervisor will examine the evidence and prepare a written recommendation for action to the Chief Administrator.
- c. Review by the Chief Administrator of controversial material and information presented by the staff member and the supervisor. The Chief Administrator shall render a written decision to the staff member within 30 days of receipt of the initial date of presentation to the supervisor. The Chief Administrator may decide:
  - (1) To allow the information to remain in the file.
  - (2) To allow portions of the information to remain in the file.
  - (3) To remove the information and all references to it.
- 3. Appeal of Decision: If dissatisfied with the decision as rendered, the staff member may submit the material and all relevant information to the parent agency for review. The parent agency shall respond in writing within 30 days of receipt of the appeal. The parent agency may:
  - a. Allow the Chief Administrator's decision to stand.
  - b. Modify the decision.
  - c. Reverse the decision of the Chief
    Administrator and remove or modify the
    controversial information as requested by
    the staff member.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Records	3.9	Page 6 of 6

4. Retaining Records: After employees leave the facility, their files shall be retained for at least 5 years. After the 5 year period the complete file should be replaced by an individual file card of each employee indicating period of employment, reason for termination, and performance during employment.

	Effective	e Date	1		roved	By:	
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#### CHAPTER 4

#### TRAINING AND STAFF DEVELOPMENT

## COMMENTARY

This chapter encompasses American Correctional Association Standards 2-9085 through 2-9099 and National Committee Standards 1.425 through 1.429, about an organized plan to achieve specific learning objectives.

To create a common understanding of facility objectives and policies, initial as well as on-going training of all staff members is necessary.

Each facility must determine the resources and degree of training available within their budget constraints.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 4.1	Pnges
Chapter: TRAINING AND STAFF DEVELOPMENT	Related Standards:  ACA: 2-9085 - 2	-9099
Subject: Training & Training Criteria	<b>NAC:</b> 1.425 thro	ugh 1.429

- I. POLICY: Training programs for all staff members shall be planned, coordinated and implemented by a qualified employee at the supervisory level who has completed 40 hours of training as a trainer in areas in which the training is being conducted. This training shall include all maintenance and operation service personnel, food service workers, clerical staff and other service personnel, such as juvenile careworkers, school teachers, and the administrative staff. The inclusion of all personnel in training programs establishes a common understanding of objectives and policies, facility rules of juvenile conduct, and the sanctions available. Programs shall be planned to meet the needs of each staff member's respective job classification and shall be pertinent to their work with juveniles.
- II. <u>DEFINITION</u>: As used in this document, the following definition shall apply:

Training: Includes formal classroom instruction, on-the-job training under the direction of an instructor, training meetings or conferences which include a formal agenda and instruction by a teacher, supervisor or official, manual training, physical training, etc. Training programs usually include requirements for completion, attendance recording and a system for recognizing completions.

III. PROCEDURES: The Assistant Administrator shall be responsible for planning and coordinating all training programs to conform to the policy requirements.

Individual conferences with Assigned Supervisors should be held regularly according to a definite plan for staff development. Weekly staff meetings should be held for all personnel in direct contact with juveniles. Space and equipment shall be provided for training and staff development.

Chapter	Subject	Policy #		]
TRAINING AND - STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 2 of 9	

- A. Program Design: The Assistant Administrator, working in conjunction with the Staff Training Officer shall design and implement a training program which includes:
  - 1. Pre-service orientation for new staff.
  - In-service training in the existing practices, procedures, and skills necessary for working with juveniles.
  - 3. Professional development and skills/techniques development in keeping with the latest information in the various components of the facility program.
  - 4. Professional and career advancement training.
- B. Basic Training Objectives: General program objectives shall be implemented by the supervisory staff:
  - 1. To familiarize the new staff member with the facility grounds and physical plant.
  - 2. To inform the new staff member of the parent agency mission and facility plant.
  - 3. To provide staff with improved skills in their specialties.
  - 4. To provide a cadre of resource people for facility sections and programs.

#### C. Curriculum:

- 1. <u>Juvenile</u>: Theories of juvenile development, juvenile delinquency, family dynamics and the part these forces play in juveniles.
- 2. Staff: Study of organizational structures, the process of communication, counseling skills and supervision.
- 3. External Environment: Study of the police, courts, probation officers, and other facilities and organizations having direct or indirect impact on juvenile corrections.

Chapter	Subject	Policy #	
TRAINING AND STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 3 of 9

D. <u>Fundamental Training</u>: Depending on the staff member's title and position within the facility, the following types of training are considered fundamental:

#### 1. All Staff:

- a. Human relations.
- b. Communication skills.
- c. Special needs of juveniles.
- d. Facility philosophy, policies and procedures.
- e. Emergency procedures.
- f. First aid and life sustaining functions.
- g. Rights and responsibilities of juveniles.
- h. Staff rights and responsibilities.
- i. Detecting and reporting child abuse.
- 2. Support Staff (secretaries, maintenance engineers, nurses, cooks, clerk typists, consultants and drivers):
  - a. Basic skills development.
  - b. New technologies in area of speciality.

#### 3. Supervisory Staff:

- a. Management theory.
- b. Planning and evaluation systems.
- c. Staff-supervisor relations.
- d. Public relations.
- e. Relationships with other agencies.

Chapter	Subject	Policy #	
TRAINING AND - STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 4 of 9

## 4. Juvenile Care Staff:

- a. Crisis intervention techniques.
- b. Problem solving and guidance counseling.
- c. Juveniles rules and regulations.
- d. Juvenile grievance and disciplinary process.
- e. Physical restraint procedures.
- f. Report writing.
- g. Significant legal issues.
- h. Use and misuse of authority.
- i. The juvenile justice system.
- j. Key control and security system.
- k. Social and cultural lifestyles of juveniles.
- 1. Relationship building techniques.
- m. Transportation of juveniles.
- E. Crisis Intervention: In addition to their regular program of pre-service and in-service correctional training, all juvenile careworkers must demonstrate special aptitude in crisis intervention techniques. They must be able to spot the initial signs of a crisis and use non-manipulative techniques to forestall any dangerous behavior.
- F. Training Modalities: The training staff shall use:
  - 1. Training packages and programs.
  - 2. Instructors and speakers from within the facility.

Chapter	Subject	Policy #		
TRAINING AND STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 5 of 9	

- 3. Area specialists (court officials, university professors, consultants, public safety officers, fire marshals, and similar specialists.
- 4. Audio-visual programs.

# G. Mandatory Training Requirements by Category of Employment:

- All new staff members shall receive 40 hours of orientation training prior to independent assignment.
- 2. Clerical and support personnel with minimal juvenile contact shall receive 16 hours training during the first year of employment in addition to training specified, and 16 additional hours each year thereafter. This training should minimally include:
  - a. Policy orientation.
  - b. Organization of the parent agency and facility.
  - c. Facility programs.
  - d. Regulations of the parent agency and local facilities.
  - e. Special training directed toward the staff member's section and/or task-oriented assignments.
- 3. Support personnel who have daily contact with juveniles must receive an additional 40 hours each year thereafter. Training for this group may include categories listed previously in these procedures. These minimum training areas include:
  - a. Security for sections.
  - b. Pasic counseling techniques.

Chapter	Subject	Policy #	
TRAINING AND STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 6 of 9

- c. Security procedures, counts, discipline.
- d. Emergency procedures.
- e. Section relationships as they affect parent agency and facility goals.
- 4. Personnel who work with juveniles confined separately from the total population shall receive specialized training.
- 5. All new juvenile care/supervisory staff must receive an additional 120 hours of training during the first year of employment and 40 hours of additional training each subsequent year.

  Training must include:
  - a. Leadership/supervision of juveniles.
  - b. Behavior observation/adolescent psychology.
  - c. Social work and counseling skills.
  - d. Dealing with violent juveniles/crisis intervention.
  - e. Significant legal issues.
  - f. Decision-making.
  - g. Security procedures.
  - h. Key control.
  - i. Social/cultural lifestyle of juveniles.
  - j. Report writing.
  - k. Emergency procedures/first aid.
  - 1. Child growth and development.

Chapter	Subject	Policy #	
TRAINING AND STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 7 of 9

- 6. Administrative and supervisory personnel are required to receive 80 hours of training each subsequent year, including:
  - a. General management and related subjects.
  - b. Labor law.
  - c. Staff-supervisors relations.
  - d. Criminal justice.
  - e. Public relations.
- Part-Time and Volunteer Staff: Shall be required to participate in training according to the number of hours each week on-the-job. If a volunteer works the same number of hours as a full-time staff member, the volunteer shall receive the same training opportunity as a full time staff member. Orientation for part-time and volunteer staff must be appropriate to their needs and based upon prior experience, frequency of juvenile contact and program responsibility.
- I. Advanced In-Service Training: Shall be determined by the Staff Training Officer and shall include advanced social service practice and theory, i.e., legislative action affecting the practice of social work, ethical issues, management skills, etc. Participation in advanced in-service training shall include in-house, local or out-of-town training. Professional conferences and seminars shall be made available for staff who have shown consistent, above-average performance on-the-job.
- J. Training Records: Staff training records shall be kept by the respective Assistant Administrator. A separate training record shall be established for each staff member and shall include:
  - 1. Staff members name.
  - 2. Assignment category (i.e., careworker, clerical and support, professional specialist, administrative/supervisory or part-time).

Chapter	Subject	Policy #	
TRAINING AND STAFF MANAGEMENT	Training & Training Criteria	4.1	Page 8 of 9

- 3. Entry on duty date.
- 4. Annual training hours required.
- 5. An up-to-date chronological list of training completed by the staff member.
- K. Training Record Review: Review of each staff member's training record shall be accomplished by the Assistant Administrator at the end of each quarter. A complete listing of the staff member's training status, a summarization of the staff member's training and achievements shall be completed quarterly by the Assistant Administrator and forwarded to the Chief Administrator for review.
- L. <u>Library and Reference Services</u>: Shall be available to complement the training and staff development program. Professional literature, including technical books, audio-visual equipment, and journals dealing with the juvenile corrections field, delinquency, juvenile guidance and related fields should be available for reading.
- M. Professional Organizations and Education:

  Provisions should be made for staff education development and participation in criminal justice associations, professional organizations and activities at both local and national levels.

  Combinations of academic education programs, professional seminars, workshops and conferences, and similar work related activities are invited.

  Funds are available to provide administrative leave and/or reimbursement for such participation when approved in advance by the Chief Administrator.
- N. Educational Reimbursement: A complete listing of all requests shall be made to the Chief Administrator.
  - 1. Requests submitted to the Chief Administrator should contain:
    - a. Name of accredited institution.
    - b. Course title and description.

Chapter	Subject	Policy #	
TRAINING AND STAFF MANAGEMENT	Training & Training Criteria	4.1	Page 9 of 9

- c. Number of credits.
- d. Tuition and fees.
- e. Dates of course.
- The Chief Administrator may approve or disapprove. If approved, the Chief Administrator may recommend:
  - a. Total funding.
  - b. Partial funding.
  - c. Referral to outside funding.
  - d. Administrative leave.
- O. Outside Resources: The training staff may refer to other outside resources such as colleges, universities, or federal agencies for guidance and assistance in developing and conducting the training program.

Effective Date		Effective Date Approved By:						
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#### CHAPTER 5

#### ADMINISTRATIVE INFORMATION & RESEARCH

## COMMENTARTY

This chapter encompasses American Correctional Association Standards 2-9085 through 2-9099 and National Advisory committee Standards, 1.425 through 1.429. The policy and procedures are about management information systems.

An important management tool is the ability to access accurate and timely information. Within budget constraints, systems of collection and dissemination must be developed.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	<b>Pages</b> 6
Chapter: ADMINISTRATIVE INFORMATION AND RESEARCH	Related Standards: ACA: 2-9100 -	2-9115
Subject: Administrative Information Systems	NAC: 1.21, 1.2	4, 1.31, 1.32

- I. POLICY: An information system, based on accurate and carefully evaluated data, should be established so that research and timely responses to juveniles' needs and outside inquiries can be made.
- II. <u>DEFINITION</u>: As used in this document, the following definition shall apply:

Demand Information: Required information such as the number of admissions or releases during the specific 12 month period by offense, length of stay and type of release, usually generated only when a special report is required.

#### III. PROCEDURES:

- A. Maintaining an Information System: The facility shall maintain an information system consisting of files and records, both manual and computerassisted, concerning all major aspects of facility operations.
- B. Operating an Information System: The Chief Administrator shall determine the system's capability for demand information by performing the following tasks:
  - 1. Surveying similar programs to determine types of information being collected.
  - 2. Analyzing reports generated in the past to determine types of information usually required.
  - 3. Providing a written summary of the staff's findings to ensure potential demand information is incorporated in the system.

Chapter	Subject	Policy #	
ADMINISTRATIVE INFOR MATION AND RESEARCH	Administrative Information Systems	5.1	Page 2 of 6

- C. Organizing an Information System: The Chief Administrator shall assign staff to participate in developing and revising systems for the collection, verification, processing, storage, access and handling of necessary operation and planning data for the facility. These procedures should be reviewed by the Chief Administrator at least quarterly.
- D. Retrieval and Review of Information Collected:
  - 1. The system shall generate typed quarterly reports summarizing the data collection.
  - 2. Reports shall be reviewed by the Chief Administrator and other designated staff and submitted to the parent agency.
  - 3. Program adjustments and future program plans shall be developed as a result of these reports.
- F. Security of Information Collected: All proposals for outside research must be reviewed and approved by the Chief Administrator. The Chief Administrator or designee shall discuss opportunities for research projects as well as specified research and evaluation needs of the facility. All research requests shall be answered as soon as possible. Applications to conduct outside research shall include:
  - 1. Title of study.
  - Name, address and telephone number of the principal research and all research staff.
  - 3. An endorsement by a recognized research organization, such as a university, college, private foundation, consulting firm or public agency that has a mandate to perform research, certifying that the research proposal is for valid scientific, educational or other public purposes.
  - 4. A summary of the goals of the study and the justification for the research.

Chapter	Subject	Policy #	
ADMINISTRATIVE INFOR MATION AND RESEARCH	Administrative Infor- mation Systems	5.1	Page 3 of 6

- 5. A detailed research design including:
  - a. The facility resources and personnel that may be needed for the study.
  - b. The sampling procedures for selecting juvenile subjects or juvenile records for the research as well as criteria that will be used for sample selection.
  - c. The procedures for data collection, copies of research instruments to be used including interview schedules, questionnaires, data collection forms and tests.
  - d. The security procedures to be followed to protect the privacy of participants and confidentiality.
  - Details of compensation.
- 6. A proposed research contract let by the facility or parent agency should include a full budget breakdown.

## F. Procedure for Obtaining Approval:

- 1. Two copies of the application shall be submitted to the Chief Administrator for review.
  - a. If the study requires the direct involvement of juveniles, such as response to interviews or completion of questionnaires, the Chief Administrator may ask a representative group of staff to review the proposal and to submit a recommendation for approval or disapproval.
  - b. The Chief Administrator shall forward to the parent agency one copy of the application, together with his/her decision.

Chapter	Subject	Policy #	
ADMINISTRATIVE INFOR- MATION AND RESEARCH	Administrative Infor- mation Systems	5.1	Page 4 of 6

- 2. The Chief Administrator shall ensure that all researchers are informed of parent agency policy concerning research. A signed agreement shall be completed prior to initiation of the project.
- 3. The Chief Administrator shall approve the plan for using and disseminating the research, and shall review and comment on the final findings prior to actual dissemination.
- 4. Medical, psychological and social research. (See 12.8)
- G. Conduct of Outside Research: Research in the facility must comply with county, state and federal guidelines as well as the parent agency on the use and dissemination of research findings.
  - 1. The researcher shall obtain signed forms from juveniles, parents/legal guardians and staff scheduled to participate in the research.
  - A staff member shall be assigned to monitor the research project and shall ensure confidentiality.
  - 3. The principal researcher shall explain the study and its justification to all potential subjects. A written summary, in laymen's language, shall be prepared and a copy given to each potential subject. It shall be made clear to all juveniles and parents that their participation in the research is not required and shall in no way affect their stay in the juvenile facility.
  - 4. The principal researcher shall maintain adequate records enabling the Chief Administrator to ascertain the status of a study at any time.
  - 5. Any data collected during the course of the research shall be used only as agreed to by the subjects prior to their entry into the study.
  - 6. No juvenile shall receive compensation, renumeration or payment of any kind in connection with a research study without the written permission of the Chief Administrator.

Chapter	Subject	Policy #	
ADMINISTRATIVE INFOR MATION AND RESEARCH	Administrative Infor- mation Systems	5.1	Page 5 of 6

- 7. No staff shall receive compensation, renumeration or payment of any kind in connection with a research study without the written permission of the Chief Administrator.
- 8. Access to research data collected identifying juveniles shall be limited to research staff charged with collecting and evaluating the data, and to the Chief Administrator or designee.
- 9. All research data and findings shall be reviewed for accuracy by the Chief Administrator prior to publication or dissemination.

\*Approval of the parent agency is required if the Chief Administrator is to receive compensation.

## H. Follow-Up Reports on Outside Research:

- 1. Immediately following the facility phase of any research study, a brief report shall be prepared by the principal researcher. This report, including a summary of the content of the study, shall be copied for the Chief Administrator.
- When the entire research is completed a copy of any report shall be provided to the Chief Administrator by the principal researcher.
- 3. In any report of results, researchers shall not use correct names of subject or describe any juvenile in such detail that they might be identified.

Chapter	Subject	Policy #	
ADMINISTRATIVE INFOR- MATION AND RESEARCH	Administrative Infor- mation Systems	5.1	Page 6 of 6

## I. Violations of Cutside Research Regulations:

- 1. Permission to conduct the current study and any further research may be discontinued for any violations of these regulations or of other parent agency regulations in the course of the research.
- 2. Violations of the regulations may subject the violator to civil or criminal liability.

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#### CHAPTER 6

#### RECORDS

#### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-109, 2-9110, 2-9112, 2-9116

National Advisory Committee Standards 1.51, 1.52, 1.53

American Bar Association 5.8

The policies are about juvenile records and suggest procedures for implementing these policies.

Recognizing the wide range of legislative and administrative requirements, certain procedures have been outlined that are in general use in most jurisdictions.

Before implementing policies and procedures based on these samples, review the most recent judicial rulings and adjust the sample documents to meet those requirements.

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	6.1	3
Chapter:	Related Standards:	
RECORDS	ACA: 2-9110	
Subject:	NAC: 1.51, 1.5	2, 1.53
Record Requirements	ABA: 5.8	

- I. POLICY: An accurate record, available only to authorized personnel, shall be developed for each juvenile and maintained in a secure location. At a minimum, each record shall contain:
  - A. Name, age, sex, place of birth, and race or nationality.
  - B. Initial intake information form.
  - C. Documented legal authority to accept juveniles.
  - D. Information on referral source.
  - E. Case history/social history.
  - F. Medical consent forms.
  - G. Name, relationship, address and phone number of parent (s) and/or person(s) juvenile resided with at time of admission.
  - H. Driver's license number, social security number, and medicaid number, when applicable.
  - I. Court orders of adjudication and dispess' on.
  - J. Signed release of information forms, when required.
  - K. Program rules and disciplinary policy signed by juvenile.
  - L. Individual plan and program assignment.
  - M. Progress reports on program involvement.
  - N. Grievance and disciplinary record, if applicable.
  - O. Referrals to other agencies.
  - P. Final discharge or transfer report.

Chapter	Subject	Policy #	
RECORDS	Record Requirements	6.1	Page 2 of 3

II. <u>DEFINITION</u>: As used in this document, the following definition shall apply:

Commitment Papers: The written court order confirming placement of a juvenile, sometimes referred to in legal terms as a "mittimus."

#### III. PROCEDURES:

- A. Immediately following the arrival of a juvenile, the Intake Staff shall examine the juvenile's commitment papers, certificates and receipts to ersure compliance with appropriate legislation and parent agency rules. The Intake Staff shall establish an admission file which contains:
  - All information and material related to commitment and confinement. If there are any questions regarding the legality of commitment, the parent agency will be notified.
  - 2. All subsequently received legal documents and official correspondence concerning the juvenile.
- B. An admission form shall be completed for every juvenile admitted to the facility and shall contain at least:
  - 1. Name, age, sex, race, date and place of birth.
  - 2. Date and time of admission and release.
  - 3. Name, relationship, address and phone number of parent (s), guardian (s), or person (s) with whom the juvenile resided at the time of admission.
  - 4. Offenses.
  - 5. Name of juvenile court intake worker.
  - 6. Indication of receipt of case history material.
  - 7. Education and school attended.
  - 8. Religion (if volunteered).

Chapter	Subject	Policy #	
RECORDS	Record Requirements	6.1	Page 3 of 3

- 9. Medical information, including any special medical problems.
- 10. Any psychiatric background information.
- 11. Special comments.
- 12. Signature of admitting staff person.
- C. Assessment, Frogram Assignment, and Progress Reports.

The following information shall be placed in the juvenile's master file:

- 1. The evaluation and recommendations of the assessment team.
- A record of the juvenile's program and housing assignments and any changes in those assignments.
- 3. All progress and disciplinary reports.

Estretive Date	Approved By:		

#### Sample Juvenile Facility

# RECORDKEEPING AND EVALUATION Date: THE JUVENILE RECORD NAME OF JUVENILE: Check ( ) if included. Note reasons, if not. Face sheet including name, sex, birthdate, birthplace, address, police district, offense, partents' marital status, physical condition, dates of admission, verification of personal property, date and person to whom transferred or discharged. Admission form including name, history number, birthplace, date of admission, parents names and addresses, problem areas, signature of nurse and intake/probation staff. Copy of delinquent petition. Record of program plan. Court order and other legal documents. Parental consent for medical/surgical care. Health records, including medication administered. School records. Record of juvenile's grievance reports, procedures, findings. Record of disciplinary actions. Record of denial of visiting privileges.

Record of documentation on isolation including incident reports,

authorization and monitoring reports.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 6.2	Pages 4
Chapter: RECORDS	Related Standards: ACA: 2-9109 -	2-9116
Subject: Case Record Maintenance	NAC: 1.51, 1.5	52, 1.53

- I. POLICY: Records maintenance shall include clearly identifying and storing case records in a secure area.
- II. DEFINITIONS: None.

## III. PROCEDURES:

- A. <u>Initiation of the Record:</u> The Assigned Supervisor shall be responsible for initiation and development of the juvenile case record.
  - Information shall be filed in folders stamped "Confidential."
  - 2. Folders shall be assigned identifying numbers.
  - 3. Folders shall be placed in alphabetical order for easy reference.
  - 4. Format and organization of material shall be standardized.
  - 5. All material shall be filed immediately.

## B. Establishment of Case Records:

- 1. Documents: At a minimum, the file shall contain:
  - a. Initial intake information.
  - b. Documented legal authority to accept juvenile.
  - c. Information on referral source.

Chapter	Subject	Policy #	
RECORDS	Case Record Maintenance	6.2	Page 2 of 4

- d. Pecord of court appearances.
- e. Name of probation officer or caseworker.
- f. Medical history.
- g. Signed receipt from juvenile which indicates acceptance of the facility rules and disciplinary policy handbook.
- h. Signed informed consent form.
- Notations of temporary absences from the facility.
- j. Visitors' names and dates of visits.
- k. A record of telephone calls made and received.
- 1. Program assignments, progress reports.
- m. Grievance and disciplinary record.
- n. Referrals to other agencies.
- o. Final discharge or transfer report.
- 2. Format: The file shall be set up in the following manner:
  - a. Left Side of Folder:
    - (1) Legal status data.
    - (2) Admission data.
    - (3) Outside agency data.
  - b. Right Side of Folder:
    - (1) Educational and/or vocational program data.
    - (2) Daily life program data.
    - (3) Discharge data.

Chapter	Subject Policy #			
RECORDS	Case Record Maintenance	6.2	Page 3 of 4	

- C. Security: Records shall be stored inside a locked metal file cabinet and shall be directly supervised and controlled by an authorized staff member. If a record is removed from the files area a receipt indicating reason for removal should be signed by the staff member. Only authorized person (s) shall have access to records.
- D. Access to Records: In accordance with confidentiality statutes, access to records and files shall be restricted to:
  - 1. The juvenile who is the subject of the record and his/her counsel.
  - 2. The parents or guardian of the juvenile named in the record and their counsel.
  - 3. Judges, prosecutors and law enforcement officers when essential for official business.
  - 4. Individuals and agencies for the express purpose of conducting research, evaluative or statistical studies, provided the proper consent has been obtained.
  - 5. Members of the administrative staff of the parent agency when essential for authorized internal administrative purposes.
- F. Records Review: Shall be conducted at the time of transfer or release. The Counselor shall evaluate information for accuracy. Documents no longer appropriate or relevant shall be removed and the staff person (s) concerned notified. To prevent destruction of any document, a written objection may be entered within 30 days.
- G. Transfer of Records.
  - 1. The juvenile's updated file will accompany the transferring juvenile or will be transferred within 24 hours.
  - 2. Medical and educational records will be included.

Chapter	Subject	Policy #	
RECORDS	Case Record Maintenance	6.2	Page 4 of 4

H. Records of Released Juveniles: Records shall be retained until the jurisdictional age of the juvenile and will then be disposed of according to statute.

Eliective Date	Approved By:
:	

# Sample Juvenile Training Facility

## INFORMED CONSENT FORM

Name of Facility Making Disclosure	Signature of Director
Name or Title of Person or Organization Made:	to Which Disclosure is to be
Name of Juvenile:	
Purpose or Need for Disclosure:	
Extent or Nature of Information to be D	isclosed:

This consent is subject to revocation at any time except to the extent that action has already been taken in reliance thereon.

Date, Event or Cond	ition upon which this	consent expires
Date Signed by Juvenile	Signature of Juv	venile
Signature of Staff Witness to		Printed Name of Staff Member:
Signature of Consenting Parent	t or Guardian I	Date of Signature

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 6.3	Pages 4
Chapter: RECORDS	Related Standards: ACA: 2-9110; 2-	9112
Subject:  Master Index and Daily Populatin Movement Report		

- POLICY: The facility shall keep an accurate record showing the location of juveniles at all times. The Chief Administrator shall designate staff to maintain a master index file identifying the location in the facility, or if temporarily out of the facility in a satellite section or other location, and shall list all unusual incidents or misbehavior. This information shall be readily accessible.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:
  - A. <u>Master Listing</u>: A complete alphabetical listing of all juveniles officially assigned to the facility.
  - B. <u>Inactive File</u>: Repository file kept alphabetically containing cards of all juveniles having been released from facility.

#### III. PROCEDURES:

A. Master Listing: An alphabetical listing of all juveniles in the facility shall be kept in the administrative office. Accuracy of this file is essential. All movement shall be recorded immediately, never carried forward beyond the close of the shift and a daily review shall be made by a designee of the Assistant Administrator. All discrepancies shall be reported immediately to the Chief Administrator. Iocator cards shall contain:

Chapter	Subject	Policy #	
RECORDS	Master Index & Daily Population Movement	6.3	Page 2 of 4

- Juverile's name, essential demographic identifying information of all juveniles in the facility, room assignments, temporary release status (i.e., court hearing, home visits, escapes, etc.).
- B. Daily Log: The daily log is the primary record of daily occurrences in the facility. The maintenance of this log is the responsibility of each Assigned Supervisor.
  - No entry in the log shall be erased.
     Corrections shall be added as an entry in the log.
  - The log shall be continuous, with a face sheet for each shift and sufficient insert sheets to permit the recording of all noteworthy events.
  - 3. Each blank on the face sheet shall be filled in on each duty to review the previous events recorded. The log sheets serve as a vehicle of communication between shifts and among staff.
  - 4. It is the responsibility of the staff member coming on duty to review the previous events recorded. The log sheets serve as a vehicle of communication between shifts and among staff.
  - 5. It is the responsibility of the Assistant Administrator to read the prior day(s) log and to either respond personally or bring to the attention of the Chief Administrator any remarks or observations made that require action. When a log hasn't been completed properly he/she should call it to the attention of the staff member who completed the entry.
- C. Incident Report: The Chief Administrator shall ensure that a written procedure for reporting unusual incidents is used.

Chapter	Subject	Policy #	
RECORDS	Master Index & Daily Population Movement	6.3	Page 3 of 4

 Whether a participant or an observer of an incident, each staff member has a responsibility to report an unusual incident to the Chief Administrator.

## 2. Definition of Unusual Incident:

- a. A juvenile's physical or sexual assault on another individual.
- b. A staff member's physical or sexual assault on another individual.
- c. Use of force by a staff member.
- d. Serious illness or death of a juvenile or staff member.
- e. Suicide attempt.
- f. Escape, attempted escape, runaway, or unauthorized absence.
- g. Fire.
- h. Major property loss or damage.
- i. Any juvenile or staff action which could lead to a criminal charge.
- j. Any incident that is considered to be media-sensitive.
- k. Other incidents the Chief Administrator has stated should be reported.

Chapter	Subject	Policy #					
RECORDS	Master Index & Daily Population Movement	6.3	Page 4 of 4				

- D. Daily Report of Juvenile Movement: The administrative office shall prepare a summary report of all juvenile movement and shall include:
  - 1. Results of all juvenile counts.
  - 2. All new juveniles, including names and room assignments.
  - 3. A list of all releases, including names and destinations.
  - 4. All room changes, section relocations, etc., which affect the location of any juvenile.

Estrative Date	Approved By:

# Sample Juvenile Training School

# DAILY POPULATION MOVEMENTS

Date://	
Total Population in They were in Rooms:	the Facility at 0000 Hours on this Date:
Room Number	Section
A CONTRACTOR OF THE PROPERTY O	
Juvenile's admitted	to the Facility on this Date were:
Juvenile:	Referral Source:
Juvenile's Discharge	ed from the Facility on this Date were:
Juvenile:	Discharged to:
Total Population on from Facility:	escape or AWOL Status or on Authorized Release
Total Population Phyon this Date:	ysically Present in the Facility at 2400 Hours
Signature of Staff N	Member Compiling Report:

## Recordkeeping and Evaluation Shift Supervisor's Report

Snirt Su	pervisor:		Date:	Shift I	ime:	
Section	Population at close of the shift	Restrictions (names of Juveniles and restriction)	Medical Problems (name of Juvenile and the type of problem)	Serious Behavior problems occurring during the shift (name and type of problem)	Strip Search	Comments
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Escapes:	Isolat	ion:		Shift Super  proved by:  Assistant Director		rram Onerations

# Sample Juvenile Training School

# INCIDENT REPORT

NAME OF PERSON FILING REPORT:	DATE OF REPORT:
NAMES OF ALL PERSONS INVOLVED:	DATE AND TIME OF INCIDENT:
EACH STAFF MEMBER DIRECTLY OR INDIRECTLY INVOSEPARATE INCIDNET REPORT. DO NOT COLLABORATE ANSWER IN YOUR REPORT THE WHO, WHERE, WHEN AN YOUR STATEMENTS.	IN WRITING ONE REPORT. TRY TO
NATURE OF INCIDENT:	
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ACTION TAKEN:	
RESULTS OF ACTIONS:	
YOUR OPINION AS TO WHY THE INCIDENT TOOK PLACE	E:
OTHER OR ADDITIONAL INFORMATION	

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## Division of Juvenile Rehabilitation



# CASE FILE TRANSFER FORM

CASE	NAME	SERIAL NO.	D.O.B.
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sceived By	Person Transferring Files	Date	
ceived By	Final Destination	Date _	
	erial contained therein are the pro		

#### CHAPTER 7

#### PHYSICAL PLANT

#### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-8158, 2--9117, 2-9118, 2-9120, 2-9121, 2-9129, 2-9136 through 2-9145, 2-9157, 2-9150 through 2-9154, 2-9157, 2-9159, 2-9162, 2-9163, 2-9169 through 2-9183, 2-91214

National Advisory Committee Standards 4.211, 4.2111, 4.2112, 4.2152, 4.2194

American Bar Association Architecture of Facilities Standards 3.3 through 3.5, 5.1, 5.6, 5.9, 5.10, 6.1, 6.2, 6.13, 6.14, 6.16, 6.17

The design and administration of the physical plant are often subjects of litigation and , with increasing frequency, courts are considering the adequacy of the conditions of confinement. Space requirements and conditions listed throughout the chapter are based on ACA Standards.

The difficulty in implementing many of these requirements is acknowledged. There are growing indications, however, that certain conditions of confinement may indeed aggravate ant accelerate behavior patterns officials are so often expected to correct.

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Internal Control and Monitoring of Account ing Procedures	2.5	Page 3 of 3

F. Audit Schedule: Present legislation recommends external, annual audits and mandates an external audit within a three year interval.

Effective Date	Approved By:				

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter: FISCAL MANAGEMENT	Related Standards: ACA: 2-9041, 2-	-9050
Subject: Inventory Control		

- I. POLICY: Accountability for all facility property and supplies shall be provided through the use of regular inventories. The Chief Administrator shall systematically review space and equipment requirements at least annually and report deficiencies and suggest plans to the parent agency.
- II. DEFINITIONS: None.
- III. PROCEDURES: The Assistant Administrator shall be responsible for:
  - A. <u>Inventory</u>: All facility property shall be divided into appropriate categories and inventoried.
    - 1. Storerooms shall be inventoried on the last day of each calendar month. This process shall be simplified by regular use of bin cards located in close proximity to the stock item. This card contains a chronological record of an item on hand, as well as items received, issued and balanced. Typically storeroom items include:
      - a. Food supplies.
      - b. Stationery.
      - c. Cleaning supplies.
      - d. Clething.
      - e. Standard items used by the Building Supervisor such as plumbing and carpentry supplies, tools and similar items.

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Inventory Control	2.6	Page 2 of 3

- 2. Minor equipment and furnishings, with values of at least \$200.00 but less than \$1,000.00, shall be inventoried at least annually. Equipment records, listing the location of all such property, are maintained in the administrative office. Assigned Supervisors shall have duplicate records of all property assigned to their sections. Records shall include:
  - a. Description.
  - b. Location.
  - c. Responsible supervisor.
  - d. Purchase date and acquisition price.
  - e. Current value.
- 3. Equipment with current values of \$1,000.00 or more shall be inventoried by the Chief Administrator's office at least annually. Records of this property shall be maintained in the administrative office and shall contain the information listed in section 2a through e above. The records shall also include:
  - a. All major equipment that is permanently installed having a value of \$1,000.00 or more. Typically, major fixed equipment includes:
    - (1) Air conditioner compressors.
    - (2) Boilers.
    - (3) Commercial ovens.
    - (4) Dining room serving tables.
- 4. Major property shall include buildings, plant facilities and land. Records and descriptions of this property shall be maintained in the administrative office.
- B. <u>Inventory Assignments</u>: Staff shall compile inventories in accordance with the following schedule:

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Inventory Control	2.6	Page 3 of 3

		Items	Responsible Staff Member	Schedule
1.		Storeroom stock	Food Service Supervisor & Building Supervisor	r Monthly
2.		Equipment, Fur- nishings Valued over \$200.00	Each Assigned Supervisor	Annually
3.	1. The state of th	Major Fixed Equipment valued over \$1,000.00	Assistant Admin. for Management Services	Annually
4.		Major Property	Assistant Admin. for Management Services	Annually

- C. <u>Inventory Discrepancy</u>: When a discrepancy is noted a written report shall be completed and forwarded to the Chief Administrator for review and initiation of appropriate action. Typically, this shall include:
  - 1. A listing of items not located.
  - A listing of any item not properly recorded on inventory cards.
  - 3. Any deviation from parent agency or facility policy regarding inventory control.
- D. Property Disposal: When an item is no longer needed in a particular section or is determined damaged beyond repair, a written report shall be submitted to the Chief Administrator for appropriate action.

Effective Date	Approved By:					

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	2.7	2
Chapter:	Related Standards:	
FISCAL MANAGEMENT	ACA: 2-9051	
Subject:		
Procurement		

- I. POLICY: A procurement process shall be developed for fair and impartial bidder selection. The method shall encourage the participation of qualified competitive bidders who are able to meet the requirements for supplies, equipment or services.
- II. <u>DEFINITION</u>: As used in this document, the following definition shall apply:

Purchasing Agent: A staff member specifically designated and authorized by the parent agency to procure goods and services within the framework of parent agency and facility rules and regulations. (May be a staff member of the parent agency).

#### III. PROCEDURES:

- A. <u>Procurement</u>: All purchases shall be accomplished by:
  - The Purchasing Agent securing the best products at the lowest cost. Where practical, competitive bidding shall be used. This requires the facility to submit proposed prices from more than one vendor.
  - 2. Each Assistant Administrator may authorize "immediate need" purchases, not exceeding \$150.00 during the fiscal year, without securing competitive prices. A purchase order shall be completed and sent to the Purchasing Agent when an "immediate need" purchase is indicated.

## B. Bid:

1. The Purchasing Agent shall be responsible for posting public notices inviting bids and providing prospective bidders with copies of the plans and specifications. To facilitate competitive bidding among responsible bidders, the Purchasing Agent may require a refundable certified check or bid bond with each bid.





Chapter	Subject	Policy #					
FISCAL MANAGEMENT	Procurement	2.6	Page 2 of 2				

- 2. Any prospective bidder who believes any part of the plans, specifications or invitations to bid are unclear or are in need of modification shall call such problems to the attention of the Purchasing Agent who will initiate appropriate action.
- 3. The complaining bidder if dissatisfied with the Purchasing Agent's recommendation, shall have the right to communicate a written objection directly to the Chief Administrator prior to the opening of bids.
- 4. The Purchasing Agent shall return all bid deposits, certified checks specifications and plans of the unsuccessful bidders within five working days of contract award.

## C. Opening of Bids:

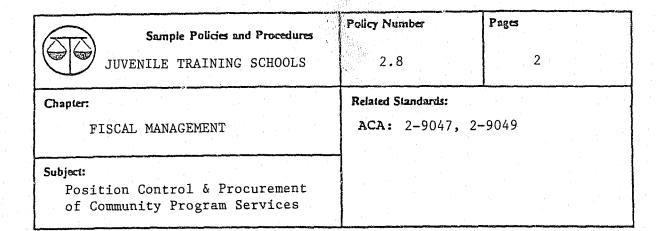
- All bids for contracts shall be opened by the Purchasing Agent and the Chief Administrator during a duly called meeting and all bidders shall have the right to examine the bids after their opening.
- 2. At the time of opening bids, the Purchasing Agent shall note for the record any objections, criticism or challenges made, and the Chief Administrator shall review them prior to contract award.
- D. Award of Contracts: The Purchasing Agent shall award the contract as soon as practical, but within 30 days after the opening of bids. Award will be made to the lowest, responsible, qualified bidder. This requirement, however, may be waived after submission of a statement to the Chief Administrator and parent agency indicating the reasons for objection to the lowest bidder. Contract awards shall be publicly posted.

	Effective	Date		Approved By:
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# SAMPLE JUVENILE CORRECTIONS FACILITY

# PURCHASE REQUISITION

	DATE								
SECTION	SPACE RESERVED FOR PURCHASING AGENCY								
	Proposal No			Action by Director					
	Price Inquiry Date								
	}								
PESTINATION	Bid Opening Date								
DESTINATION FOR DELIVERY TO)	Purchase Order No								
	Purchase Order Date								
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ALL CONFIRMING REQUISITIONS	S MUST BE ACCOMPANIED	RY VENDOR'S	APPROVED BY PA	RENT AGENCY					
INVOICE OR SALES TICKET, P	ROPERLY SIGNED, AND	SHOWING ALL							
TERMS OF THE PURCHASE.									
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- I. POLICY: The Chief Administrator shall have the responsibility for assessing presently assigned positions and determining projected staff needs to meet facility goals and objectives. Responsibilities also include effective and efficient use of contract personnel.
- II. DEFINITIONS: None.

#### III. PROCEDURES:

- A. Coordination of Staff and Fiscal Records: The Chief Administrator shall monitor the coordination between the staff record section and the payroll function. At each month's end, the Office Manager shall submit to the Chief Administrator a complete list of staff records which can be compared with the payroll. This list shall include:
  - 1. Total number and type of positions filled.
  - 2. Total number of vacancies.
  - 3. Total number of positions authorized.
- B. Reconciliation: The Chief Administrator shall compare the actual payroll records with the listing provided by the Office Manager. This comparison shall ensure:
  - 1. All positions are authorized officially.
  - 2. Attendance, payroll and personnel records match.
  - 3. Funds are available to meet the payroll costs.

Chapter	Subject	Policy #	
FISCAL MANAGEMENT	Position Control & Procurement of Communit Program Services	у 2.8	Page 2 of 2

- C. Purchase of Community Services: Some services are not available in the facility and should be contracted from appropriate community sources.

  Non-profit or governmental organizations shall be given first consideration in procurement of such services, which may include:
  - 1. Medical care.
  - 2. Religious activity.
  - 3. Educational programming.
  - 4. Vocational training.

Effective Date	Approved By:				

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter: FISCAL MANAGEMENT	Related Standards: ACA: 2-9052	
Subject: Insurance Coverage		

- I. POLICY: Staff members shall be covered by insurance at all times while in performance of their duties. Many state laws provide for self insurance coverage for all staff, including workers' compensation, unemployment compensation, employee civil liability, liability for accidents involving official vehicles, and public employee blanket bond.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Self Insurance Coverage: A system designed to ensure the payment of all legal claims for injury or damages incurred as a result of the actions of governmental officials, employees or their agents.
  - B. Worker's Compensation: A statewide system of benefits for employees who are disabled by job related injury.

### III. PROCEDURES:

- A. Accident Reporting:
  - 1. All accidents shall be reported in writing to the Assigned Supervisor within one day of the occurrence. Any claim, notice, summons or complaint shall be forwarded to the Chief Administrator and applies to all injuries or damages; real, imagined, or alleged.
  - 2. All reports of injuries, damages or loss shall contain the following information:
    - a. Time and date of loss or injury.
    - b. Place of loss or injury and name and address of the person(s) involved.
    - c. Description of how loss or injury occurred.

Chapter	Subject	Policy #					
FISCAL MANAGEMENT	Insurance Coverage	2.9	Page 2 of 2				

- d. Description of property loss or damage.
- e. Description of activities at the time of the loss or injury.
- B. Worker's Compensation: Benefits are available to staff injured in the course of duty and information is available in the administrative office.

Estective Date			Approved By:					-			
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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 2.10	Pages 2
Chapter: FISCAL MANAGEMENT	Related Standards: ACA: 2-9054, 2-	-9055
Subject:  Juvenile Canteen Accounts and  Audits of the Account		

- I. <u>POLICY</u>: Controls shall be maintained over canteen operations and regular accounting procedures are to be followed. Juveniles shall have the opportunity to obtain miscellaneous items not normally provided by the facility.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

<u>Canteen</u>: A store or system available to juveniles for the purchase of miscellaneous items not available through regular program operations.

### III. PROCEDURES:

### A. Canteen Transactions:

- 1. The canteen shall conduct sales at least weekly. Sales are to be made against canteen slips.
- 2. A debit entry is made at the time of purchase with the juvenile initialing the debit, in lieu of a receipt. An entry is made on an adding machine tape for each juvenile transaction. Entries are subtotaled for each customer and totaled for each nights sales.
- 3. At the close of each day's operation, the Assigned Supervisor reconciles the sum of juvenile debits against the adding machine tape.
- 4. The adding machine tape shall be placed in the safe until the next business day.
- 5. The Assigned Supervisor shall enter total sales in a Jedger using the amounts shown on the adding machine tape and the tape shall also be retained.
- 6. At the end of the week, a check issued against the juvenile's account is deposited into the canteen account to reimburse for sales.

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,	Chapter	Subject	Policy #	
	FISCAL MANAGEMENT	Juvenile Canteen Ac- counts and Audits of the Account	2.10	Page 2 of 2

### B. Transactions with Vendors:

- 1. Each week the Assigned Supervisor checks canteen stock and determines order quantities for items in low supply.
- Vendors are selected on the basis of price and reliability. At least once each quarter price quotations are solicited from competing vendors to take advantage of favorable price changes.
- 3. The Assigned Supervisor shall complete order forms supplied by vendors listing items, quantities, unit prices, total prices and discounts.
- 4. When deliveries are made, the Assigned Supervisor will check the goods against the packing list and sign for the delivery.
- 5. Deliveries from vendors shall be placed in the canteen and kept separate from inventory. The Assigned Supervisor shall, again, check the order against the packing list before the goods are added to inventory. Shortages are reported to the vendor for corrective action.
- 6. Invoices shall be forwarded to the Business Office.
- 7. Checks are issued for each vendor from the canteen account.
- C. Monthly Bank Statement: The current monthly bank statement for the canteen checking account is reconciled against the canteen ledger by the business office.
- D. <u>Canteen Audits</u>: Internal audits shall be conducted quarterly by the business office.

Effective Date	Approved By:

#### CHAPTER 3

### PERSONNEL

#### COMMENTARY

This chapter encompasses American Correctional Association Standards 2-9010, 2-9057 through 2-9064, 2-9066, 2-9067, 2-9069, 2-9072, 2-9073, 2-9076, 2-9077, 2-9079, 2-9081, 2-9083, 2-9084 and National Advisory Committee Standards 1.4, 1.41 which emphasizes the importance of a sound personnel program.

Statutes and regulations related to personnel administration vary widely from one jurisdiction to another. These guidelines are published with the expectation that, while being used in conjunction with an extensive personnel manual, judicious use will require revision to conform with local conditions.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 5
Chapter: PERSONNEL	Related Standards: ACA: 2-9057 - 2 2-9081	2-9059, 2-9072,
Subject: Personnel Selection, Retention and Promotion	NAC: 1.4, 1.41	

- POLICY: The facility administration shall provide employment opportunities to the widest possible range of candidates and shall select from that group the best qualified persons to meet program needs. Selection, retention and promotion shall be based upon merit, applicable statutes and personnel policy as set forth in directives from the parent agency. Consultants, volunteers, and contract personnel who work with juveniles shall agree to comply with written policies of the facility especially on confidentiality of information.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Lateral Entry: Transfer, at the same grade and salary level, to another section or facility.

- III. PROCEDURES: Procedures that shall be followed by both the Chief Administrator and Assistant Administrator include:
  - A. <u>Personnel Management Principles</u>: The essential components are:
    - To determine and develop an effective organizational system.
    - To recruit, promote and retain the best possible candidates on the basis of merit and specified qualifications to carry out the facility's policies.
    - 3. To assure equal opportunities for all candidates as well as for the existing staff.
    - 4. To assure that proper counseling toward better job performance and career achievement is available to all staff.
    - 5. To assure that a career goal is available to all staff and that appropriate training is provided to each staff member.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Selection, Retention & Promotion	3.1	Page 2 of 5

- 6. To provide internal promotion opportunities for staff whenever possible, balanced with the need of the facility for experience not available within the facility.
- 7. To develop a personnel management philosophy but to implement a decentralized personnel operation.
- 8. To aggressively pursue an affirmative action program which recruits persons who might not otherwise seek employment with the facility.
- 9. To maximize job satisfaction and involvement on the part of each staff member by encouraging individual decision making and involvement in establishing policies.

### B. Employment Prospecting: The Office Manager shall:

- 1. Receive job applications and maintain files for each job description.
- 2. Contact names on register for interest in employment.
- 3. Arrange employment interviews with the Chief Administrator.

### C. Staff Selection and Promotion:

- Initial selection and promotion shall be made based on experience, education, physical condition, training and performance.
- Employment and promotion requirements shall be evaluated through written tests, oral interviews, background investigation verification, or any combination of the three.
- 3. Lateral entry into the facility shall be permissible at all levels. No section shall initiate or allow any practice which will restrict selection or promotion of qualified staff from outside the section.
- 4. Salary levels and employee benefits for facility staff shall be competitive with other parts of the juvenile justice system, as well as with comparable occupational groups in the private sector.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Selection, Retention & Promotion	3.1	Page 3 of 5

- 5. Staff members must be able to demonstrate that they have the skills required to perform specific job related tasks. Supervisory staff must be qualified professionals in their fields.
- 6. Staff shall be subject to reassignment. Such changes will be made with due consideration of the staff member and the needs of the parent agency, as well as the facility program.
- D. <u>Interview Committee</u>: Supervisors may request an interview committee to assist them in any procedures for hiring of new staff, promotion, termination, etc. The interview committee will consist of:
  - 1. Supervisor of the area that is being hired for.
  - 2. Senior staff of the same area.
  - 3. One other administrative staff member (rotaling assignment).

The decision of the interview committee will be in the form of a recommendation to the responsible supervisor. Final authorization, if necessary, will be the responsibility of the Chief Administrator.

E. Physical Examinations: To ensure that candidates can accomplish the required duties of the position, physical examinations shall be conducted prior to employment and the findings and recommendations of the examining physician forwarded to the Personnel Officer. Annual physical examinations including a T.B. test are required of all staff to ensure their continuing ability to function effectively. Any staff determined by the responsible medical authority to be unfit for duty is to be removed or reassigned according to appropriate laws and regulations.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Selection, Retention & Promotion	3.1	Page 4 of 5

- F. Records Check: The names of all prospective staff shall be referred to the personnel office of the parent agency for background investigation. Because of the sensitive nature of training school facilities, appropriate steps are necessary to ensure:
  - 1. Accuracy of information furnished on application and/or interview.
  - 2. Evaluation of criminal record. A criminal record shall not bar employment automatically, but must be evaluated according to the seriousness of the offense and its relation to and probable effect upon job performance. An arrest or conviction occurring after the date of hire, particularly for an offense that relates to the employment, may be subject to disciplinary action or suspension.
  - 3. That as a general rule anyone adjudicated for child neglect/abuse shall not be considered for employment.
  - 4. Possession of current certificates, licenses or registrations as evidence of competence to perform specific duties. Proof of license will be kept on file.
- G. Appeals: Any staff or potential staff member who believes they are unfairly treated may submit a written request for review to the Chief Administrator. If dissatisfied with the response, the complainant may appeal further to the parent agency for final decision. Responses to such requests shall be prompt and in compliance with grievance procedures.

### H. Review:

- 1. The parent agency's personnel officer shall provide the Chief Administrator with a comprehensive personnel policy report at the end of each fiscal year. The Chief Administrator shall review this report and evaluate progress as it relates to overall parent agency and facility program goals.
- 2. Reports of progress and/or major deficiencies in the personnel program reviews shall be discussed with representatives of the parent agency.

Chapter	Subject	Policy #	
PERSONNEL	Personnel Selection, Retention & Promotion	3.1	Page 5 of 5

- I. Provisional Appointments: Unusual and/or emergency situations sometime require employment of temporary or part-time staff. The parent agency's personnel office shall develop rules to govern provisional appointments within the following framework:
  - 1. Selection of provisional staff is restricted to persons possessing at least minimum qualifications for the position.
  - 2. Provisional staff shall be provided with training, salary, leave accrual, days off and other staff benefits enjoyed by regular full time staff in the appropriate job category. Such benefits shall be prorated for the provisional staff working less than full time. Benefits may never exceed those for full time workers.
  - 3. No provisional appointment may exceed one year in duration and may be extended only by the Chief Administrator with written approval by the parent agency. A provisional appointment may never exceed two years.
- J. Staff Hiring: Hiring practices and procedures must conform to parent agency policies.
- K. Professional Membership: Staff members are encouraged to apply for membership in related professional organizations to enable them to stay abreast of developments in the field, and to upgrade their skills through participation in workshops and conferences.

	Effective	Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number Pages 3.2 2
Chapter: PERSONNEL	Related Standards: ACA: 2-9063, 2-9064
Subject:	NAC: 1.4
Affirmative Action	

- I. <u>POLICY</u>: The parent agency shall establish and implement an affirmative action plan which offers equal opportunities to all persons in all phases of employment.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:

Affirmative Action: A concept designed to ensure equal opportunities for all persons regardless of race, religion, age, sex, or ethnic origin. The equal opportunities shall include all personnel programming including selection, retention, rate of pay, demotion, transfer, layoff, termination and promotion.

### III. PROCEDURES:

A. Sex: The nature of some program operations dictate that some sex-sensitive job assignments be made and that some positions be restricted by sex. Each of these assignments and restrictions shall be fully reviewed by the Office of Affirmative Action and the local or state equal employment opportunity/ affirmative action committee to assure that they comply with the bonafide occupational qualification exceptions recognized in Title VII of the Civil Rights Act.

Chapter	Subject	Policy #	
PERSONNEL	Affirmative Action	3.2	Page 2 of 2

B. <u>Discrimination Charges</u>: Discrimination charges and their resolution (whether filed internally or with external civil rights agencies) are reviewed to assure that policies which have been unintentionally discriminatory are revised.

Estective Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 7
Chapter: PERSONNEL	Related Standards:  ACA: 2-9069, 2-2-9077	-9076, 2-9077,
Subject: Performance Evaluation of Probationary Staff and Annual Performance Ratings for all Staff	NAC: 1.4	

- J. <u>POLICY</u>: Performance of all staff, permanent and probationary, shall be evaluated regularly against the standards expected for the assigned position.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. <u>Performance Appraisal</u>: A continuous process of measuring performance against defined standards.
  - B. Service Rating: Measurement of performance compared to others performing the same tasks and past performance of the individual staff member.
  - C. Critical Flement: A component of a staff member's job that is essential to perform it effectively.
  - D. <u>Non-Critical Element</u>: Any component of the job which, although important, is not deemed critical in relation to other aspects of the job.
  - E. Performance Standards: The level of achievement established by the administration for the duties and responsibilities of a position. Performance standards may include, but are not limited to, quality, quantity and timeliness.
  - F. Probationary Staff: A staff member who has not attained permanent status.

Chapter	Subject	Policy #	
PERSONNEL	Performance Evaluation	3.3	Page 2 of 7

### III. PROCEDURES:

- A. Probationary Period: The probationary period of a term of not less than 6 months and more than one year extends the assessment and selection process by allowing the staff member to demonstrate his/her capability to perform the duties and responsibilities of the position. During this time, probationary staff shall receive an intensive program of job direction/skills that will enable them to perform effectively.
  - 1. Performance Standards: Each probationary staff member shall receive a job description. Standards of performance shall be given to the probationer on entry and shall be explained during the orientation period.
  - 2. Performance Rating: Each probationary staff member shall receive an administrative rating periodically, by his/her Assistant Administrator, to assess the total fitness of the appointee, including integrity, aptitude, good work habits, cooperation and conduct.
    - a. The completed rating must be filed in the staff member's official personnel folder and retained for two years.
    - b. The staff member shall be allowed review of the rating within 30 calendar days following completion of the rating period.
    - c. Careworker staff subject to frequent job and/or supervisor changes may be rated on a simplified form monthly.

Chapter	Subject	Policy #	
PERSONNEL	Performance Evaluation	3.3	Page 3 of 7

- Probationary Evaluations: The supervisor of each probationary staff member must submit an evaluative statement no later than the end of the last month of the probationary period. This signed statement certifies whether the staff member's performance, conduct and general character traits have been satisfactory. A recommendation about the staff member's being retained beyond the probationary period shall be included in the statement. The staff member shall read and initial all ratings of past and present performance.
  - a. Evaluations should be initially prepared in rough form by the supervisor to be reviewed for clarity, pertinence, applicability, accuracy, etc., and should be given to the staff member for review.
  - b. Evaluations are to be discussed in private with the staff member to provide full explanations about the ratings prior to being signed by the supervisor and staff member. All evaluations are to be forwarded to the Chief Administrator for final review and approval prior to being sent to the parent agency.
- 4. Probationary Rights: Failure to meet reasonable standards of performance and satisfactorily complete training shall be a basis for disqualifying staff during the probationary period. Probationary staff do not have the right to appeal evaluations.
- B. Performance Appraisals: Performance appraisals shall be implemented by the Chief Administrator to encourage the staff to evaluate their own work habits. Annual appraisals shall be required for all non-probationary staff. This system shall provide for:

Chapter	Subject	Policy #	
PERSONNEL	Performance Evaluation-	3.3	Page 4 of 7

- 1. Establishing performance standards that objectively and accurately evaluate job performance.
- Communicating to staff both the performance standards and the critical elements to the position.
- 3. Evaluating staff performance during the appraisal period.
- 4. Recognizing and rewarding staff whose performance warrants it.
- 5. Assisting in improving unacceptable performance.
- 6. Reassigning, reducing in grade or removing staff who continue to have unacceptable performance, but only after they are given opportunity to demonstrate acceptable performance.
- 7. Establishing major job elements (critical and non-critical):
  - a. Critical and non-critical elements are the specific projects/tasks which define the position. These elements and corresponding performance standards shall be communicated to each staff member at the beginning of the rating period.
  - b. The individual performance standards and appraisals must evaluate:
    - Improvements in efficiency, productivity and quality of work or service.
    - (2) Timeliness of performance.

Chapter	Subject	Policy #				
PERSONNEL	Performance Evaluation	3.3	Page	5	of	7

- C. Service Ratings: Service ratings for permanent staff provide both an evaluation of work performance and a review of work related goals. A service rating must also be completed on an individual separating from the facility to provide a final record of work performance.
  - 1. An annual service rating must be completed, by the supervisor, for all permanent staff on their anniversary date.
  - 2. A service rating must be completed, by the supervisor, for all staff who separate, due to resignations, retirement, suspensions, dismissals, military leave, or transfer from the facility.
  - 3. The service rating must be completed, by the supervisor, in quadruplicate. The original and one copy must be forwarded to the parent agency by the first week of the month following the month of review. One copy is placed in the individual's personal file. One copy is given to the individual.
  - 4. Service rating can be done on a monthly or more frequent basis as a counseling device to improve work performance of staff.
  - 5. After completion of the service rating, the supervisor shall arrange a private interview with the staff member being evaluated. The interview should involve a review of the prior service rating as a comparison to the service rating that has just been completed. The staff member's strengths and weaknesses should be discussed and he/she should be encouraged to express his/her opinions.

Chapter	Subject	Policy #	
PERSONNEL	Performance Evaluation	3.3	<b>Page</b> 6 <b>of</b> 7

- 6. After a review and discussion of the service rating the staff member will be given an opportunity to make written comments before signing the rating form. The employee's signature does not imply agreement but only that the conference was conducted and that the staff member read the service rating. If the employee refuses to sign, the supervisor should note this fact and add any pertinent comment.
- 7. Service Rating Description: The service rating contains five elements ranging from one through ten points for each element. The average of the total points for the elements constitutes the service rating score.
  - a. The scores nine and ten are excellent. To achieve these points the individual must have performed all assigned tasks in a superior/outstanding manner. A brief narrative of how the individual performed should be provided when these points are earned.
  - b. The scores seven and eight are very good. The individual's performance must have exceeded the requirements of satisfactory job performance.
  - c. The scores five and six are satisfactory.
    The individual must meet the full job
    requirements as defined by the supervisor.
    In instances where the supervisor has not
    established clear job requirements, a
    rating of at least five is appropriate.
  - d. The scores three and four are fair. The individual must have failed to meet specific job performance requirements. A brief narrative should be provided detailing job requirements not met and the specific requirements needed to improve.

Chapter	Subject	Policy #	
PERSONNEL	Performance Evaluation	3.3	Page 7 of 7

- e. The scores one and two are unsatisfactory. Performance at this level is so deficient in meeting job requirements that release from employment is justified. A narrative is required specifying the performance deficiencies of the individual. If the individual is to be retrained, the retraining program shall be specified in the goals section of the service rating.
- D. Termination of Employment: After completion of the probationary period, termination or demotion is permitted only for good cause and, if requested, subsequent to a formal hearing on specific charges. The hearing will be conducted by a civil service commission or other career service organizations.
  - 1. The Chief Administrator, after clarifying the situation and with approval of the parent agency, may discharge any staff member whose behavior is contrary to the policies of the facility. The Chief Administrator and supervisor will discuss the matter with the staff member before taking action.
  - 2. If a staff member wants to end his/her position at the facility, a minimum of two weeks notice, in writing, should be given.
- E. Exit Interview: An exit interview will be performed by the Chief Administrator upon termination of any staff member. This interview will become a permanent part of the staff member's record.

Effective Date	Approved By:

# Sample Juvenile Training School



Namo	Social Security Number		Division/Area		
Status	Classification/Title		Classification/Title Job Assignment		Job Assignment
awarded in each of t vice rating.  Although narrative	ormance is to be rated numerically in each of the following six he categories should then be totalled in the space provided and a clarifications to the numerical score should be entered in the	divided by six (6) to arrive	at an employee's overall ser-		
observed in awardin Excellent (9-10)	g points:  Very Good (7-8)  Satisfactory (5-6)	Fair (3-4)	Unsatisfactory (1-2)		
Points Awarded	Rating Category		Remarks		
	Dependability - Trustworthy and reliable in completing assignments; observes policy; meets commitments in spite of difficulties.				
	<ol> <li>Quality of Work - High quality is maintained under pressure. Does all parts of job, even new tasks, to high standards; work is neat and orderly.</li> </ol>				
	<ol> <li>Cooperation Able to get along with and work har- moniously with fellow employees; establishes rapport with all people with whom there is contact. Able to work with supervisor in order to develop as a better employee.</li> </ol>				
	<ol> <li>Communication Ability - Able to describe and explain problems; content and logic is organized. Able to listen; persistent in trying to understand others; expresses self in clear terms.</li> </ol>				
N. T.	Judgment - Decisions are always sound in keeping with agency policy. Able to react in a crisis and arrive at solutions. Consistent in taking correct action.				
	<ol> <li>Favorable Job Attitude - Looks for, finds and follows methods for self-improvement. Consistently promotes the agency; is a self-starter; frequently finds improved ways of doing job.</li> </ol>				
Total Points	Report Period	Overall S	ervice Rating		
	to				
Goals for Employee					

# SAMPLE JUVENILE TRAINING SCHOOL EMPLOYEE PERFORMANCE APPRAISAL REPORT

Name		· · · · · · · · · · · · · · · · · · ·		···			Date	· · · · · · · · · · · · · · · · · · ·
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Last Appraisal on								
Quality of Work-(Do not consider normal at this	der amount of work). Is work stage of training?	done correctly and a	ocurately? Does we	ork meet the re	quired standards o	f quality? Are	errors more	frequent that
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Work is carelessly done or no done correctly. Makes error frequently.		fre- normal qua	eptable. Meets ality standards.	Makes fev	of high quality.  Verrors. Work  ended upon.	Work is o job exactly	f highest qu as it should	ality. Does I be done.
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Ability to Understand and Follo	w Instructions-Does employ	ee understand instru	action?					
	Does employ	ee actually do what	he or she was told	to do?				
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Requires repeated and constant struction.	int in- Needs detailed instru point. Must be remir instructions.	ided of original so	nderstands instructionably well. Required it follow-up.	s only nor- s	Inderstands and for tructions. Rarely lave instructions re	has to ea	ise and follo	with great ows through, sticipate in-
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Attitude Toward Supervision-V	Vhat is employee's attitude to ake criticism open-mindedly?		low does employee	react to instru	ctions? Does emple	ovee cooperat	e willingly? I	Does employe
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Director

Personality-Is employee accepted by fellow workers? Does employee get along with other workers? Does employee have any objectionable characteristics which affect staff

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pnges 2
Chapter: PERSONNEL	Related Standards: ACA: 2-9080, 2	-9083
Subject: Staff Pay Comparability and Expense Reimbursement		

- T. POLICY: The parent agency shall provide staff salary levels and staff benefits which should be competitive with other parts of the juvenile justice system as well as with comparable occupational groups in the private sector. Staff shall be reimbursed for legitimate expenses incurred in the conduct of official business.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Occupational Groups: Managers, tradespersons or professional staff who are assigned duties, responsibilities and authority similar in nature and level of difficulty.

## III. PROCEDURES:

- A. Competitive Pay: The Chief Administrator of each facility shall submit an annual report to the parent agency including a list of the pay scale for comparable staff in the area.
  - 1. Actual salary.
  - Fringe benefits.
    - a. Medical care.
    - b. Insurance benefits.
    - c. Leave allowances.
    - d. Pension plans.
    - e. Other programs.

Chapter	Subject	Policy #	
PERSONNEL	Staff Pay Comparability and Expense Reimburse- ment	3.4	Page 2 of 2

# 3. Consideration of:

- a. Commuting distances.
- b. Job stress.
- c. Assignment hours.
- d. Requirements for stand-by.
- e. Hazardous conditions.
- B. Expense reimbursements will be in accordance with state travel rules and regulations.

Effective Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 8
Chapter: PERSONNEL	Related Standards: ACA: 2-9079	
Subject: Staff-Supervisors Relations and Grievances		

- I. POLICY: The facility administration strongly encourages that relationships between supervisors and staff be mutually respectful and, when differences occur, that resolution be as informal, as possible. If differences cannot be resolved informally, the grievance shall be concluded at the earliest possible step of the procedures outlined in this document.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. <u>Supervisors</u>: That group of persons with authority to manage, direct, supervise or prepare evaluations of performance for subordinate staff.
  - B. Staff: Any full time or part-time persons in the facility who have been properly selected and assigned probationary or permanent status by the parent agency or Chief Administrator.
  - C. <u>Grievance</u>: An alleged breach or violation of policies and procedures or a dispute arising from the interpretation or application of the same.
  - D. <u>Discrimination</u>: Any action taken against staff because of race, color, religion, sex, age, handicap, national origin, or any other non-merit factor.

Crapter	Subject	Policy #	
PERSONNEL	Staff-Supervisors Relations and Grievances	3.5	Page 2 of 8

#### III. PROCEDURES:

- A. Staff-Supervisors Relations Committee: A relations committee, established by the Chief Administrator of each facility shall be composed of the following members:
  - 1. Assistant Administrators -- Chairpersons.
  - One supervisory person from each section (to be appointed by Assistant Administrator of the section).
  - 3. One non-supervisory person from each section (selected by the staff).
- B. Meetings: Committee meetings shall be held quarterly.
  - Staff concerns about any of the following conditions shall be discussed:
    - a. Proposals for program changes.
    - b. Safety practices.
    - c. Training plans.
    - d. Legislative actions pending.
    - e. Anticipated changes in facility operations.
    - f. Policy and procedure changes are required by law or other jurisdictional authority.
  - The agenda, conduct of the meeting and preparation and distribution of the minutes shall be required by the Chairpersons. The Chairpersons shall examine the minutes of each meeting, evaluate the concerns expressed and, if necessary, take corrective action. Such actions may include:

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PERSONNEL	Staff-Supervisors Relations and Grievances	3 <b>.</b> 5	Page 3 of 8

- a. Requiring additional information from appropriate Assigned Supervisors.
- b. Appointing a group to evaluate a situation and prepare recommendations for corrective action.
- C. Program Involvement: Staff-supervisor relationships benefit from staff involvement in facility program planning. For example, staff can participate in:
  - 1. Monthly section staff meetings.
  - 2. Specialized training program meetings.
  - 3. Quarterly administrative meetings conducted by the Chief Administrator, open to all staff.
  - 4. Section program planning.
  - 5. Regular review of emergency program plans.
- D. Discussion: Staff are encouraged to discuss work-related problems informally with their supervisors before they use the formal grievance procedure or speak with the Chief Administrator. Both staff and supervisors are urged to attempt to resolve grievances at their level to provide the quickest solution and maintain the best possible relationship. If a satisfactory solution is not reached in an informal manner, then the grievance procedure can be used.
- E. Grievance Procedures: These procedures shall provide a just and equitable method for the administrative resolution of discrimination complaints and/or grievances. These procedures shall apply to any staff who believe they have experienced unfair treatment in any area subject to parent agency control.

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PERSONNEL	Staff-Supervisors Relations and Grievances	3.5	Page 4 of 8

## 1. Staff Rights and Restrictions:

- a. Each staff member shall have the right, at their own expense, to enlist the assistance of an advocate at any level of the grievance procedure and/or discrimination complaint procedure.
- b. A staff member will be allowed a reasonable period of time, during working hours, to prepare his/her case.
- c. No staff shall suffer harassment or any other form of retaliation as a result of exercising the right to appeal, contained in the grievance procedure.
- e. A staff member selected as a representative, or a witness in a grievance related act, is required to give his/her immediate supervisor reasonable advance notice so that his/her absence will not unduly interfere with facility operations.

#### 2. Exceptions to the Grievance Procedures:

- a. Matters subject to final action outside the parent agency such as legislative acts or regulations promulgated by other agencies.
- b. Content of legislation or policies promulgated by the parent agency.
- c. Selection or non-selection for promotion made from a group of properly ranked and certified candidates.
- d. Action terminating a temporary promotion.
- e. Decisions not to adopt a suggestion, or bestow a performance award or other honorary or discretionary award.

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PERSONNEL	Staff-Supervisors Relations and Grievances	3.5	Page 5 of 8

- f. A preliminary warning or proposed notice of adverse action against a staff member.
- g. Termination of the services of a probationary staff member.
- h. Fitness for duty examinations.
- i. Health benefits decisions.
- j. Violation of military restoration rights.
- k. Salary retention decision.
- 1. Violation of re-employment rights.
- 3. Implementation of Grievance Actions: A staff member must present any grievance within 15 calendar days after the alleged incident occurs.
- 4. Grievance Rejections: A grievance may be rejected if:
  - a. The staff fails to complete the informal procedures outlined in this document.
  - b. The grievance is not filed in a timely manner.
  - c. The grievance relates to a matter beyond parent agency control.
  - d. The requested relief is not personal to the grievant.
- 5. Notification of Rejections: Notification of grievances rejected shall be provided in writing by the parent agency indicating the reason for rejection and advisement of an appeal procedure.

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PERSONNEL	Staff-Supervisors Relations and	3.5	Page 6 of 8
	Grievances		3

- Informal Grievance Procedures: A staff member must complete an informal procedure before a grievance will be accepted under the formal procedures grievance. A grievance over a disciplinary action, however, may be initiated at a higher level if the supervisor does not have the authority to grant the relief sought. In all other cases the following two steps are required:
  - a. The staff member alleging a grievance must present the matter orally to his/her immediate supervisor, either alone or accompanied by a representative. The immediate supervisor shall consider all available facts and notify the staff member of the decision as soon as possible but not later than five calendar days following the date of the grievance presentation.
  - b. If dissatisfied with the decision of the supervisor, the staff member and/or designated representative may present the grievance to the next higher supervisor official within five calendar days following the initial resolution attempt.

#### 7. Formal Procedure:

a. If the grievance is not satisfactorily resolved through informal procedure, the staff member or representative may present a written grievance to the Chief Administrator within five calendar days following the final informal decision. This written grievance shall contain, at a minimum, the identity of the aggrieved staff member, the specific nature of the grievance, the corrective action sought and the signature of the staff member and/or representative. The Chief Administrator shall review the grievance and give the staff member a decision in writing.

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	Staff-Supervisors		
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FERSONNEL	Grievances		

- b. If still dissatisfied, the staff member may make written request within five calendar days that the matter be referred to a grievance examiner. The Chief Administrator shall contact the parent agency within five calendar days to arrange for an examination. The authority having jurisdiction will appoint a disinterested third party to act as examiner. His/her inquiry shall be conducted according to the regulations of the parent agency and will begin as soon as possible after an examiner has been appointed.
- c. The Chief Administrator shall then give full consideration to the entire grievance file, including the examiner's findings and recommendations, and make a final decision within five calendar days of receipt. The examiner shall forward the findings and recommendations to the Chief Administrator no later than 30 calendar days after completion of the inquiry.

#### Exceptions to this process are:

- (1) If the legality of the examiner's decision is questioned, the decision may be forwarded to the parent agency legal counsel, who will render a binding legal opinion.
- (2) If the examiner's recommendations are unacceptable, the grievance, along with a statement about why the findings are unacceptable, shall be forwarded to the next highest level deciding official within five calendar days of receipt of the examiner's findings. The staff member affected shall be given a copy of this statement.

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d. The next highest level deciding official shall review the file, including the examiner's recommendations, and make a decision in writing within ten calendar days of receipt. No further right of appeal will be accepted.

Effective Date			\ppr	oved	By:	

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter: PERSONNEL	Related Standards: ACA: 2-9060 - 3	2–9062
Subject: Establishment and Review of the Personnel Manual		

- I. <u>POLICY</u>: The facility administration shall maintain a policy manual which covers all parent agency and facility policy and procedures about personnel matters.
- II. DEFINITIONS: None.

#### III. PROCEDURES:

- A. Format of the Manual: The personnel manual shall be organized into related chapters. The language used shall be in layman's terms without technical jargon or references not known by the reader.
- B. Content of the Manual: The content of the manual shall include but not be limited to:
  - 1. Recruitment policies and procedures.
  - 2. Organization of the facility.
  - 3. Job qualifications and descriptions for all employment categories.
  - 4. Directions for acquiring additional information about additional job specialities.
  - 5. Equal opportunity information.
  - 6. Salaries for representative job categories.
  - 7. Benefits for staff.
  - 8. Holidays.
  - 9. Leave and work hours.
  - 10. Personnel records.

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- 11. Performance evaluations.
- 12. Training requirements.
- 13. Promotions.
- 14. Retirement benefits.
- 15. Resignation, suspension and discharge policies.
- 16. Staff-supervisor relations.
- 17. Physical fitness policy.
- 18. Disciplinary, grievance and appeal procedures.
- 19. Policy about political activity.
- 20. Insurance.
- 21. Professional liability.
- 22. Position responsibilities.
- C. Manual Availability: The personnel manual shall be made available to all staff members. Complete copies of the manual shall be kept in the administrative offices of the facility and in the staff library and should be made available for public review.
- D. Training: The contents of the personnel manual shall become an integral part of the staff orientation program. All new staff shall be provided with a summary of the personnel manual. This summary shall include the major elements of personnel policies most directly affecting staff programming.
- E. Personnel Manual Review: This manual, along with all personnel policies and practices, shall be reviewed annually by the Chief Administrator. A written report shall be forwarded to the parent agency containing comments about existing policies and any recommendations for revision, addition or deletion.

Effective Date		Approved By:			

Sample Policies and Procedure  JUVENILE TRAINING SCHOOLS	
Chapter: PERSONNEL	Related Standards: ACA: 2-9019, 2-9084
Subject: Code of Ethics	

- POLICY: The facility requires the highest possible level of conduct from all staff, protects the integrity of the parent agency and facilitates the recruitment and retention of the highest caliber staff.
  - A. Relationships with Juveniles/Colleagues/Other Professions/The Public:

Staff members will respect and protect the civil and legal rights of all juveniles.

Staff members will serve each case with appropriate concern for the juvenile's welfare and with no purpose of personal gain.

Relationships with colleagues will be of such character to promote mutual respect within the profession and improvement of its quality of service.

Statements critical of colleagues or their agencies will be made only as these are verifiable and constructive in purpose.

Staff members will respect the importance of all elements of the criminal justice system and cultivate a professional cooperation with each segment.

Subject to the juvenile's rights of privacy, staff members will respect the public's right to know, and will share information with the public with openness and candor.

Staff members will respect and protect the right of the public to be safeguarded from criminal activity.

#### B. Professional Conduct/Practices:

No staff member will use his or her official position to secure special privileges or advantages.

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No staff member, while acting in an official capacity, will allow personal interest to impair objectivity in the performance of duty.

No staff member will use his or her official position to promote any partisan political purposes.

No staff member will accept any gift or favor of such nature to imply an obligation that is inconsistent with the free and objective exercise of professional responsibilities.

In any public statement, staff members will clearly distinguish between those that are personal views and those that are statements and positions on behalf of an agency.

Staff members will be diligent in their responsibility to record and make available for review any and all case information which could contribute to sound decisions affecting a juvenile or the public safety.

Each member will report, without reservation, any corrupt or unethical behavior which could affect either a juvenile or the integrity of the organization.

Staff members will not discriminate against any juvenile, employee, or prospective employee on the basis of race, sex, creed, or national origin.

Staff members will maintain the integrity of private information; they will neither seek personal data beyond that needed to perform their responsibilities, nor reveal case information to anyone not having proper professional use for such.

Any staff member who is responsible for agency personnel actions will make all appointments, promotions, or dismissals only on the basis of merit and not in furtherance of partisan political interests.

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PERSONNEL	Code of Ethics	3.7	Page 3 of 3

II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Code of Ethics: A system of principles governing a facility which conform to accepted professional standards of conduct.

- III. PROCEDURES: Specific training procedures to assist staff members in fulfillment of the above requirements are detailed in chapters 3.3 and 4.1 of this publication.
  - A. Each staff member will receive a copy of the Code of Ethics during orientation training.
  - B. A violation of the Code of Ethics is basis for disciplinary action.
  - C. Orientation as well as continued training will instruct each staff member in what constitutes compliance with or violation of the Code of Ethics.

Effective Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter: PERSONNEL	Related Standards: ACA: 2-9073	
Subject:  Regular Review of Staffing Requirements		

- I. POLICY: Each Assigned Supervisor shall regularly evaluate and review staffing assignments to meet existing and changing program requirements.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. <u>Vacancy</u>: Any authorized position which is not filled by a permanent designee.
  - B. <u>Authorized Positions</u>: Positions assigned to the facility, in writing, by the parent agency.
  - C. Budget and Planning Committee: The senior officials of the facility including the Chief Administrator, Assistant Administrators and all Assigned Supervisors.

## III. PROCEDURES:

- A. Statistics: The parent agency's personnel officer shall provide the Chief Administrator and Assistant Administrator with accurate statistics about facility staffing. Prior to each quarterly budget and planning meeting, the Office Manager shall distribute a current listing citing:
  - 1. Total number of staff in each section.
  - 2. Total vacancies in each section.
  - 3. Vacancies anticipated.
  - 4. New staff expected.
  - 5. Total vacancies in the facility.
  - 6. Total number of authorized positions.

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## B. Evaluation of Operations:

- Assigned Supervisors shall evaluate section operations and propose operational improvements within allotted resources.
- 2. Assigned Supervisors shall provide realistic coverage for all essential posts and coverage required for training, days off, annual and sick leaves and other authorized and unauthorized absences.
- 3. Assigned Supervisors shall be prepared to present the Chief Administrator with a written or oral presentation of staffing requirements at each budget and planning committee meeting.
- C. Staffing Evaluation: The Chief Administrator shall regularly evaluate the facility staffing needs to ensure the best use of manpower resources. The evaluation process shall include consideration of existing needs, staff suggestions and recommendations, as well as current and projected plans and goals for the facility. The appropriate staff-juvenile ratio shall be maintained at all times.
- D. Status of Personnel Program: The Chief
  Administrator shall report the status of the
  personnel program regularly to the parent agency.
  These reports may be made by separate correspondence
  or included in the Chief Administrator's regular
  narrative reports to the parent agency. The report
  shall include at a minimum statistics on:

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- 1. Total number of authorized staff.
- 2. Total number of staff on duty.
- 3. Vacancies by category.
- 4. Affirmative action data.
- 5. Unusual vacancies.
- 6. Staff-supervisor relations.

Effective Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 3.9	Pages 6
Chapter: PERSONNEL	Related Standards: ACA: 2-9066, 2-	-9067
Subject: Personnel Records		

- 1. <u>POLICY</u>: The Assistant Administrators shall maintain adequate personnel records for each staff member, ensure the confidentiality of those records and provide staff access to them. Staff members shall have the right to challenge information in their personnel files.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Official Personnel File: A current and accurate record of a staff member's job history including all important information relating to that history.
  - B. Mandatory Acknowledgements: Signed receipts from staff which indicate acceptance to abide by mandatory rules and regulations.

#### III. PROCEDUPES:

A. Official Personnel File: The Office Manager is directed to establish a permanent, separate and confidential record for each facility staff member. The record shall be divided into recruitment, performance, awards and adverse actions, current assignment and education/training. Each section shall contain, at a minimum, the following information:

### 1. Recruitment:

- a. Application for employment.
- b. A summary of verification of applicant's background, including training, education, employment history and salary records.
- c. References.

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PERSONNEL	Personnel Records -	3.9	Page 2 of 6

## 2. Performance:

- a. Current position description.
- b. Current completed performance rating.
- c. Previous completed performance ratings.
- d. Correspondence and/or notations related to performance.
- e. Reason for termination or discharge.

#### 3. Awards and Adverse Actions:

- a. Copies of all awards and commendations for meritorious performance.
- b. Notations of any awards for special suggestions for facility or programmatic improvements.
- c. Copies of awards received for special community services.
- d. Complete record of all adverse actions finding the staff member's performance illegal or substandard.
- e. Provisions shall be made to remove adverse actions, i.e., letters of reprimand, written warnings, etc. from the personnel file after two years, given that no recurrent actions on the part of the staff member occurs.
- 4. Current Assignment: Current assignment material should be organized to allow easy access and accuracy. Each file must include at a minimum:

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- a. Staff member's name.
- b. Social security number.
- c. Current position title.
- d. Current salary and grade.
- e. Date appointed and type of position.
- f. Location of position: city, county, state.
- g. Facility.
- h. Receipt signatures for all mandatory acknowledgements (i.e., code of ethics, affirmative action agreement, oath of office, grievance manual, or other documents which staff member receipts are required by the parent agency.
- 5. Education and Training: The following information shall be included in a staff member's file:
  - a. A complete record of verified educational achievements
  - b. A summary and/or copies of certificates for all specialized education.
  - c. A summary of the staff member's current achievement toward mandatory training required by the parent agency and facility.
- B. Supplement to Supervisory Evaluations: If a staff member is not satisfied that supervisory evaluations accurately reflect either the fact or the totality of the events being described, the staff member shall have the right to supplement the personnel record with documentation designed to correct the perceived discrepancy.

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- C. Personnel Record Security: All records shall be maintained in a physically secure area with locking devices to prevent unauthorized entry. The records should be stored in fire resistant cabinets except during preparation, assembly and review of material.
  - Information Confidentiality: All information 1. in a staff personnel file is considered confidential and may be released only with written consent of the staff member. Any staff member or official who discloses information of a confidential nature obtained from the staff member's personnel file may be guilty of illegal conduct or conduct in conflict with parent agency and/or facility regulations. This restriction does not include review of the material parent agency. Such authorizations for review are usually limited to administrative office employees, supervisory staff and parent agency officials whose duties require an understanding of the background and qualifications of the staff member.
- D. Review and Challenge by Staff: Staff are encouraged to review the contents of their personnel files periodically to ensure that the information is accurate and complete.

### 1. Review:

- a. Reviews should be conducted under visual observation of a staff member of the administrative office.
- b. The review may reveal the need for additional updating information.
- 2. <u>Challenges</u>: Incorrect or misleading material may be challenged by the staff.

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(Sign as you usually sign)

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- a. Preparation of a written statement describing the information to be challenged and the reason why the information is believed to be incorrect.
- b. Presentation to the staff member's immediate supervisor of dated information. The supervisor will examine the evidence and prepare a written recommendation for action to the Chief Administrator.
- c. Review by the Chief Administrator of controversial material and information presented by the staff member and the supervisor. The Chief Administrator shall render a written decision to the staff member within 30 days of receipt of the initial date of presentation to the supervisor. The Chief Administrator may decide:
  - (1) To allow the information to remain in the file.
  - (2) To allow portions of the information to remain in the file.
  - (3) To remove the information and all references to it.
- 3. Appeal of Decision: If dissatisfied with the decision as rendered, the staff member may submit the material and all relevant information to the parent agency for review. The parent agency shall respond in writing within 30 days of receipt of the appeal. The parent agency may:
  - a. Allow the Chief Administrator's decision to stand.
  - b. Modify the decision.
  - c. Reverse the decision of the Chief
    Administrator and remove or modify the
    controversial information as requested by
    the staff member.

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4. Retaining Records: After employees leave the facility, their files shall be retained for at least 5 years. After the 5 year period the complete file should be replaced by an individual file card of each employee indicating period of employment, reason for termination, and performance during employment.

Effective Date	Approved By:

#### CHAPTER 4

## TRAINING AND STAFF DEVELOPMENT

## COMMENTARY

This chapter encompasses American Correctional Association Standards 2-9085 through 2-9099 and National Committee Standards 1.425 through 1.429, about an organized plan to achieve specific learning objectives.

To create a common understanding of facility objectives and policies, initial as well as on-going training of all staff members is necessary.

Each facility must determine the resources and degree of training available within their budget constraints.

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	4.1	9
Chapter:	Related Standards:	
TRAINING AND STAFF DEVELOPMENT	ACA: 2-9085 - 2	2–9099
Subject:	NAC: 1.425 thro	ough 1.429
Training & Training Criteria		

- I. POLICY: Training programs for all staff members shall be planned, coordinated and implemented by a qualified employee at the supervisory level who has completed 40 hours of training as a trainer in areas in which the training is being conducted. This training shall include all maintenance and operation service personnel, food service workers, clerical staff and other service personnel, such as juvenile careworkers, school teachers, and the administrative staff. The inclusion of all personnel in training programs establishes a common understanding of objectives and policies, facility rules of juvenile conduct, and the sanctions available. Programs shall be planned to meet the needs of each staff member's respective job classification and shall be pertinent to their work with juveniles.
- II. <u>DEFINITION</u>: As used in this document, the following definition shall apply:

Training: Includes formal classroom instruction, on-the-job training under the direction of an instructor, training meetings or conferences which include a formal agenda and instruction by a teacher, supervisor or official, manual training, physical training, etc. Training programs usually include requirements for completion, attendance recording and a system for recognizing completions.

PROCEDURES: The Assistant Administrator shall be responsible for planning and coordinating all training programs to conform to the policy requirements.

Individual conferences with Assigned Supervisors should be held regularly according to a definite plan for staff development. Weekly staff meetings should be held for all personnel in direct contact with juveniles. Space and equipment shall be provided for training and staff development.

Chapter	Subject	Policy #	
TRAINING AND STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 2 of 9

- A. Program Design: The Assistant Administrator, working in conjunction with the Staff Training Officer shall design and implement a training program which includes:
  - 1. Pre-service orientation for new staff.
  - In-service training in the existing practices, procedures, and skills necessary for working with juveniles.
  - Professional development and skills/techniques development in keeping with the latest information in the various components of the facility program.
  - 4. Projessional and career advancement training.
- B. Basic Training Objectives: General program objectives shall be implemented by the supervisory staff:
  - 1. To familiarize the new staff member with the facility grounds and physical plant.
  - 2. To inform the new staff member of the parent agency mission and facility plant.
  - 3. To provide staff with improved skills in their specialties.
  - 4. To provide a cadre of resource people for facility sections and programs.

### C. Curriculum:

- 1. <u>Juvenile</u>: Theories of juvenile development, juvenile delinquency, family dynamics and the part these forces play in juveniles.
- Staff: Study of organizational structures, the process of communication, counseling skills and supervision.
- 3. External Environment: Study of the police, courts, probation officers, and other facilities and organizations having direct or indirect impact on juvenile corrections.

Chapter	Subject	Policy #	
TRAINING AND STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 3 of 9

D. <u>Fundamental Training</u>: Depending on the staff member's title and position within the facility, the following types of training are considered fundamental:

### 1. All Staff:

- a. Human relations.
- b. Communication skills.
- c. Special needs of juveniles.
- d. Facility philosophy, policies and procedures.
- e. Emergency procedures.
- f. First aid and life sustaining functions.
- g. Rights and responsibilities of juveniles.
- h. Staff rights and responsibilities.
- i. Detecting and reporting child abuse.
- 2. Support Staff (secretaries, maintenance engineers, nurses, cooks, clerk typists, consultants and drivers):
  - a. Basic skills development.
  - b. New technologies in area of speciality.

### 3. Supervisory Staff:

- a. Management theory.
- b. Planning and evaluation systems.
- c. Staff-supervisor relations.
- d. Public relations.
- e. Relationships with other agencies.

Chapter	Subject	Policy #	
TRAINING AND - STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 4 of 9

## 4. Juvenile Care Staff:

- a. Crisis intervention techniques.
- b. Problem solving and guidance counseling.
- c. Juveniles rules and regulations.
- d. Juvenile grievance and disciplinary process.
- e. Physical restraint procedures.
- f. Report writing.
- g. Significant legal issues.
- h. Use and misuse of authority.
- i. The juvenile justice system.
- j. Key control and security system.
- k. Social and cultural lifestyles of juveniles.
- 1. Relationship building techniques.
- m. Transportation of juveniles.
- E. Crisis Intervention: In addition to their regular program of pre-service and in-service correctional training, all juvenile careworkers must demonstrate special aptitude in crisis intervention techniques. They must be able to spot the initial signs of a crisis and use non-manipulative techniques to forestall any dangerous behavior.
- F. Training Modalities: The training staff shall use:
  - 1. Training packages and programs.
  - 2. Instructors and speakers from within the facility.

Chapter	Subject	Policy #	
TRAINING AND STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 5 of 9

- 3. Area specialists (court officials, university professors, consultants, public safety officers, fire marshals, and similar specialists.
- 4. Audio-visual programs.

# G. Mandatory Training Requirements by Category of Employment:

- All new staff members shall receive 40 hours of orientation training prior to independent assignment.
- 2. Clerical and support personnel with minimal juvenile contact shall receive 16 hours training during the first year of employment in addition to training specified, and 16 additional hours each year thereafter. This training should minimally include:
  - a. Policy orientation.
  - b. Organization of the parent agency and facility.
  - c. Facility programs.
  - d. Regulations of the parent agency and local facilities.
  - e. Special training directed toward the staff member's section and/or task-oriented assignments.
- 3. Support personnel who have daily contact with juveniles must receive an additional 40 hours each year thereafter. Training for this group may include categories listed previously in these procedures. These minimum training areas include:
  - a. Security for sections.
  - b. Rasic counseling techniques.

Chapter	Subject	Policy #	
TRAINING AND STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 6 of 9

- c. Security procedures, counts, discipline.
- d. Emergency procedures.
- e. Section relationships as they affect parent agency and facility goals.
- 4. Personnel who work with juveniles confined separately from the total population shall receive specialized training.
- 5. All new juvenile care/supervisory staff must receive an additional 120 hours of training during the first year of employment and 40 hours of additional training each subsequent year.

  Training must include:
  - a. Leadership/supervision of juveniles.
  - b. Behavior observation/adolescent psychology.
  - c. Social work and counseling skills.
  - d. Dealing with violent juveniles/crisis intervention.
  - e. Significant legal issues.
  - f. Decision-making.
  - g. Security procedures.
  - h. Key control.
  - i. Social/cultural lifestyle of juveniles.
  - j. Report writing.
  - k. Emergency procedures/first aid.
  - 1. Child growth and development.

Chapter	Subject	Policy #	
TRAINING AND STAFF DEVELOPMENT	Training and Training Criteria	4.1	Page 7 of 9

- 6. Administrative and supervisory personnel are required to receive 80 hours of training each subsequent year, including:
  - a. General management and related subjects.
  - b. Labor law.
  - c. Staff-supervisors relations.
  - d. Criminal justice.
  - e. Public relations.
- H. Part-Time and Volunteer Staff: Shall be required to participate in training according to the number of hours each week on-the-job. If a volunteer works the same number of hours as a full-time staff member, the volunteer shall receive the same training opportunity as a full time staff member. Orientation for part-time and volunteer staff must be appropriate to their needs and based upon prior experience, frequency of juvenile contact and program responsibility.
- I. Advanced In-Service Training: Shall be determined by the Staff Training Officer and shall include advanced social service practice and theory, i.e., legislative action affecting the practice of social work, ethical issues, management skills, etc. Participation in advanced in-service training shall include in-house, local or out-of-town training. Professional conferences and seminars shall be made available for staff who have shown consistent, above-average performance on-the-job.
- J. Training Records: Staff training records shall be kept by the respective Assistant Administrator. A separate training record shall be established for each staff member and shall include:
  - 1. Staff members name.
  - Assignment category (i.e., careworker, clerical and support, professional specialist, administrative/supervisory or part-time).

Chapter	Subject	Policy #	
TRAINING AND STAFF MANAGEMENT	Training & Training Criteria	4.1	Page 8 of 9

- 3. Entry on duty date.
- 4. Annual training hours required.
- 5. An up-to-date chronological list of training completed by the staff member.
- K. Training Record Review: Review of each staff member's training record shall be accomplished by the Assistant Administrator at the end of each quarter. A complete listing of the staff member's training status, a summarization of the staff member's training status, and a summarization of the training and achievements shall be completed quarterly by the Assistant Administrator and forwarded to the Chief Administrator for review.
- L. <u>Library and Reference Services</u>: Shall be available to complement the training and staff development program. Professional literature, including technical books, audio-visual equipment, and journals dealing with the juvenile corrections field, delinquency, juvenile guidance and related fields should be available for reading.
- M. Professional Organizations and Education:

  Provisions should be made for staff education development and participation in criminal justice associations, professional organizations and activities at both local and national levels.

  Combinations of academic education programs, professional seminars, workshops and conferences, and similar work related activities are invited.

  Funds are available to provide administrative leave and/or reimbursement for such participation when approved in advance by the Chief Administrator.
- N. Educational Reimbursement: A complete listing of all requests shall be made to the Chief Administrator.
  - 1. Requests submitted to the Chief Administrator should contain:
    - a. Name of accredited institution.
    - b. Course title and description.

Chapter	Subject	Policy #	
TRAINING AND STAFF MANAGEMENT	Training & Training Criteria	4.1	Page 9 of 9

- c. Number of credits.
- d. Tuition and fees.
- e. Dates of course.
- 2. The Chief Administrator may approve or disapprove. If approved, the Chief Administrator may recommend:
  - a. Total funding.
  - b. Partial funding.
  - c. Referral to outside funding.
  - d. Administrative leave.
- O. Outside Resources: The training staff may refer to other outside resources such as colleges, universities, or federal agencies for guidance and assistance in developing and conducting the training program.

Effective Date	Approved By:			

### CHAPTER 5

### ADMINISTRATIVE INFORMATION & RESEARCH

### COMMENTARTY

This chapter encompasses American Correctional Association Standards 2-9085 through 2-9099 and National Advisory committee Standards, 1.425 through 1.429. The policy and procedures are about management information systems.

An important management tool is the ability to access accurate and timely information. Within budget constraints, systems of collection and dissemination must be developed.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 5.1	Pages 6	
Chapter: ADMINISTRATIVE INFORMATION AND RESEARCH	Related Standards:  ACA: 2-9100 - 2-9115		
Subject: Administrative Information Systems	NAC: 1.21, 1.24, 1.31, 1.		

- I. POLICY: An information system, based on accurate and carefully evaluated data, should be established so that research and timely responses to juveniles' needs and outside inquiries can be made.
- II. <u>DEFINITION</u>: As used in this document, the following definition shall apply:

Demand Information: Required information such as the number of admissions or releases during the specific 12 month period by offense, length of stay and type of release, usually generated only when a special report is required.

### III. PROCEDURES:

- A. Maintaining an Information System: The facility shall maintain an information system consisting of files and records, both manual and computerassisted, concerning all major aspects of facility operations.
- B. "perating an Information System: The Chief Administrator shall determine the system's capability for demand information by performing the following tasks:
  - 1. Surveying similar programs to determine types of information being collected.
  - Analyzing reports generated in the past to determine types of information usually required.
  - Providing a written summary of the staff's findings to ensure potential demand information is incorporated in the system.

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ADMINISTRATIVE INFOR MATION AND RESEARCH	Administrative Infor- mation Systems	5.1	Page 2 of 6

- C. Organizing an Information System: The Chief Administrator shall assign staff to participate in developing and revising systems for the collection, verification, processing, storage, access and handling of necessary operation and planning data for the facility. These procedures should be reviewed by the Chief Administrator at least quarterly.
- D. Retrieval and Review of Information Collected:
  - 1. The system shall generate typed quarterly reports summarizing the data collection.
  - 2. Reports shall be reviewed by the Chief Administrator and other designated staff and submitted to the parent agency.
  - 3. Program adjustments and future program plans shall be developed as a result of these reports.
- F. Security of Information Collected: All proposals for outside research must be reviewed and approved by the Chief Administrator. The Chief Administrator or designee shall discuss opportunities for research projects as well as specified research and evaluation needs of the facility. All research requests shall be answered as soon as possible. Applications to conduct outside research shall include:
  - 1. Title of study.
  - Name, address and telephone number of the principal research and all research staff.
  - 3. An endorsement by a recognized research organization, such as a university, college, private foundation, consulting firm or public agency that has a mandate to perform research, certifying that the research proposal is for valid scientific, educational or other public purposes.
  - 4. A summary of the goals of the study and the justification for the research.

Chapter	Subject	Policy #	
ADMINISTRATIVE INFOR MATION AND RESEARCH	Administrative Infor- mation Systems	5.1	Page 3 of 6

- 5. A detailed research design including:
  - a. The facility resources and personnel that may be needed for the study.
  - b. The sampling procedures for selecting juvenile subjects or juvenile records for the research as well as criteria that will be used for sample selection.
  - c. The procedures for data collection, copies of research instruments to be used including interview schedules, questionnaires, data collection forms and tests.
  - d. The security procedures to be followed to protect the privacy of participants and confidentiality.
  - e. Details of compensation.
- 6. A proposed research contract let by the facility or parent agency should include a full budget breakdown.

### F. Procedure for Obtaining Approval:

- 1. Two copies of the application shall be submitted to the Chief Administrator for review.
  - a. If the study requires the direct involvement of juveniles, such as response to interviews or completion of questionnaires, the Chief Administrator may ask a representative group of staff to review the proposal and to submit a recommendation for approval or disapproval.
  - b. The Chief Administrator shall forward to the parent agency one copy of the application, together with his/her decision.

Chapter	Subject	Policy #	
ADMINISTRATIVE INFOR- MATION AND RESEARCH	Administrative Infor- mation Systems	5.1	Page 4 of 6

- 2. The Chief Administrator shall ensure that all researchers are informed of parent agency policy concerning research. A signed agreement shall be completed prior to initiation of the project.
- 3. The Chief Administrator shall approve the plan for using and disseminating the research, and shall review and comment on the final findings prior to actual dissemination.
- 4. Medical, psychological and social research. (See 12.8)
- G. Conduct of Outside Research: Research in the facility must comply with county, state and federal guidelines as well as the parent agency on the use and dissemination of research findings.
  - 1. The researcher shall obtain signed forms from juveniles, parents/legal guardians and staff scheduled to participate in the research.
  - A staff member shall be assigned to monitor the research project and shall ensure confidentiality.
  - 3. The principal researcher shall explain the study and its justification to all potential subjects. A written summary, in laymen's language, shall be prepared and a copy given to each potential subject. It shall be made clear to all juveniles and parents that their participation in the research is not required and shall in no way affect their stay in the juvenile facility.
  - 4. The principal researcher shall maintain adequate records enabling the Chief Administrator to ascertain the status of a study at any time.
  - 5. Any data collected during the course of the research shall be used only as agreed to by the subjects prior to their entry into the study.
  - 6. No juvenile shall receive compensation, renumeration or payment of any kind in connection with a research study without the written permission of the Chief Administrator.

Chapter	Subject	Policy #	
ADMINISTRATIVE INFOR MATION AND RESEARCH	Administrative Infor- mation Systems	5.1	Page 5 of 6

- 7. No staff shall receive compensation, renumeration or payment of any kind in connection with a research study without the written permission of the Chief Administrator.
- 8. Access to research data collected identifying juveniles shall be limited to research staff charged with collecting and evaluating the data, and to the Chief Administrator or designee.
- 9. All research data and findings shall be reviewed for accuracy by the Chief Administrator prior to publication or dissemination.

\*Approval of the parent agency is required if the Chief Administrator is to receive compensation.

### H. Follow-Up Reports on Outside Research:

- Immediately following the facility phase of any research study, a brief report shall be prepared by the principal researcher. This report, including a summary of the content of the study, shall be copied for the Chief Administrator.
- 2. When the entire research is completed a copy of any report shall be provided to the Chief Administrator by the principal researcher.
- 3. In any report of results, researchers shall not use correct names of subject or describe any juvenile in such detail that they might be identified.

Chapter	Subject	Policy #	
ADMINISTRATIVE INFOR- MATION AND RESEARCH	Administrative Infor- mation Systems	5.1	Page 6 of 6

# I. Violations of Cutside Research Regulations:

- 1. Permission to conduct the current study and any further research may be discontinued for any violations of these regulations or of other parent agency regulations in the course of the research.
- Violations of the regulations may subject the violator to civil or criminal liability.

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### CHAPTER 6

### RECORDS

### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-109, 2-9110, 2-9112, 2-9116

National Advisory Committee Standards 1.51, 1.52, 1.53

American Bar Association 5.8

The policies are about juvenile records and suggest procedures for implementing these policies.

Recognizing the wide range of legislative and administrative requirements, certain procedures have been outlined that are in general use in most jurisdictions.

Before implementing policies and procedures based on these samples, review the most recent judicial rulings and adjust the sample documents to meet those requirements.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter: RECORDS	Related Standards: ACA: 2-9110	
Subject:  Record Requirements	NAC: 1.51, 1.5	2, 1.53

- I. POLICY: An accurate record, available only to authorized personnel, shall be developed for each juvenile and maintained in a secure location. At a minimum, each record shall contain:
  - A. Name, age, sex, place of birth, and race or nationality.
  - B. Initial intake information form.
  - C. Documented legal authority to accept juveniles.
  - D. Information on referral source.
  - E. Case history/social history.
  - F. Medical consent forms.
  - G. Name, relationship, address and phone number of parent (s) and/or person(s) juvenile resided with at time of admission.
  - H. Driver's license number, social security number, and medicaid number, when applicable.
  - I. Court orders of adjudication and dispessition.
  - J. Signed release of information forms, when required.
  - K. Program rules and disciplinary policy signed by juvenile.
  - L. Individual plan and program assignment.
  - M. Progress reports on program involvement.
  - N. Grievance and disciplinary record, if applicable.
  - O. Referrals to other agencies.
  - P. Final discharge or transfer report.

Chapter	Subject	Policy #	:
RECORDS	Record Requirements	6.1	Page 2 of 3

II. <u>DEFINITION</u>: As used in this document, the following definition shall apply:

Commitment Papers: The written court order confirming placement of a juvenile, sometimes referred to in legal terms as a "mittimus."

### III. PROCEDURES:

- A. Immediately following the arrival of a juvenile, the Intake Staff shall examine the juvenile's commitment papers, certificates and receipts to ersure compliance with appropriate legislation and parent agency rules. The Intake Staff shall establish an admission file which contains:
  - All information and material related to commitment and confinement. If there are any questions regarding the legality of commitment, the parent agency will be notified.
  - 2. All subsequently received legal documents and official correspondence concerning the juvenile.
- B. An admission form shall be completed for every juvenile admitted to the facility and shall contain at least:
  - 1. Name, age, sex, race, date and place of birth.
  - 2. Date and time of admission and release.
  - 3. Name, relationship, address and phone number of parent (s), guardian (s), or person (s) with whom the juvenile resided at the time of admission.
  - 4. Offenses.
  - 5. Name of juvenile court intake worker.
  - 6. Indication of receipt of case history material.
  - 7. Education and school attended.
  - 8. Religion (if volunteered).

Chapter	Subject	Policy #	
RECORDS	Record Requirements	6.1	Page 3 of 3

- Medical information, including any special medical problems.
- 10. Any psychiatric background information.
- 11. Special comments.
- 12. Signature of admitting staff person.
- C. Assessment, Program Assignment, and Progress Reports.

The following information shall be placed in the juvenile's master file:

- 1. The evaluation and recommendations of the assessment team.
- A record of the juvenile's program and housing assignments and any changes in those assignments.
- 3. All progress and disciplinary reports.

Effective Date	Approved By:	-

# Sample Juvenile Facility

# RECORDKEEPING AND EVALUATION

Date:	
	THE JUVENILE RECORD
NAME	OF JUVENILE:
Check	( ) if included. Note reasons, if not.
	Face sheet including name, sex, birthdate, birthplace, address, police district, offense, partents' marital status, physical condition, dates of admission, verification of personal property date and person to whom transferred or discharged.
	Admission form including name, history number, birthplace, date of admission, parents names and addresses, problem areas, signature of nurse and intake/probation staff.
	Copy of delinquent petition.
	Record of program plan.
	Court order and other legal documents.
	Parental consent for medical/surgical care.
	Health records, including medication administered.
	School records.
	Record of juvenile's grievance reports, procedures, findings.
	Record of disciplinary actions.
	Record of denial of visiting privileges.
	Record of documentation on isolation including incident reports, authorization and monitoring reports.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number Pages 6.2 4
Chapter: RECORDS	Related Standards:  ACA: 2-9109 - 2-9116
Subject: Case Record Maintenance	NAC: 1.51, 1.52, 1.53 ABA: 5.8

- I. POLICY: Records maintenance shall include clearly identifying and storing case records in a secure area.
- II. DEFINITIONS: None.

### III. PROCEDURES:

- A. <u>Initiation of the Record:</u> The Assigned Supervisor shall be responsible for initiation and development of the juvenile case record.
  - Information shall be filed in folders stamped "Confidential."
  - 2. Folders shall be assigned identifying numbers.
  - 3. Folders shall be placed in alphabetical order for easy reference.
  - 4. Format and organization of material shall be standardized.
  - 5. All material shall be filed immediately.

### B. Establishment of Case Records:

- 1. <u>Documents:</u> At a minimum, the file shall contain:
  - a. Initial intake information.
  - b. Documented legal authority to accept juvenile.
  - c. Information on referral source.

Chapter	Subject	Policy #	
RECORDS	Case Record Maintenance	6.2	Page 2 of 4

- d. Pecord of court appearances.
- e. Name of probation officer or caseworker.
- f. Medical history.
- g. Signed receipt from juvenile which indicates acceptance of the facility rules and disciplinary policy handbook.
- h. Signed informed consent form.
- Motations of temporary absences from the facility.
- i. Visitors' names and dates of visits.
- k. A record of telephone calls made and received.
- 1. Program assignments, progress reports.
- m. Grievance and disciplinary record.
- n. Referrals to other agencies.
- o. Final discharge or transfer report.
- 2. Format: The file shall be set up in the following manner:
  - a. Left Side of Folder:
    - (1) Legal status data.
    - (2) Admission data.
    - (3) Outside agency data.
  - b. Right Side of Folder:
    - (1) Educational and/or vocational program data.
    - (2) Daily life program data.
    - (3) Discharge data.

Chapter	Subject	Policy #	
RECORDS	Case Record Maintenance	6.2	Page 3 of 4

- C. Security: Records shall be stored inside a locked metal file cabinet and shall be directly supervised and controlled by an authorized staff member. If a record is removed from the files area a receipt indicating reason for removal should be signed by the staff member. Only authorized person (s) shall have access to records.
- D. Access to Records: In accordance with confidentiality statutes, access to records and files shall be restricted to:
  - 1. The juvenile who is the subject of the record and his/her counsel.
  - 2. The parents or guardian of the juvenile named in the record and their counsel.
  - 3. Judges, prosecutors and law enforcement officers when essential for official business.
  - 4. Individuals and agencies for the express purpose of conducting research, evaluative or statistical studies, provided the proper consent has been obtained.
  - 5. Members of the administrative staff of the parent agency when essential for authorized internal administrative purposes.
- F. Records Review: Shall be conducted at the time of transfer or release. The Counselor shall evaluate information for accuracy. Documents no longer appropriate or relevant shall be removed and the staff person (s) concerned notified. To prevent destruction of any document, a written objection may be entered within 30 days.
- G. Transfer of Records.
  - 1. The juvenile's updated file will accompany the transferring juvenile or will be transferred within 24 hours.
  - 2. Medical and educational records will be included.

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RECORDS	Case Record Maintenance	6.2	Page 4 of 4

H. Records of Released Juveniles: Records shall be retained until the jurisdictional age of the juvenile and will then be disposed of according to statute.

Effective Date	Approved By:		

### Sample Juvenile Training Facility

### INFORMED CONSENT FORM

Name of	Facility Making Disclosure	Signature of Dire	ctor
	Title of Person or Organization	to Which Disclosure is	to be
Made:			
Name of	Juvenile:		
Purpose	or Need for Disclosure:		
Extent o	r Nature of Information to be D	isclosed:	

This consent is subject to revocation at any time except to the extent that action has already been taken in reliance thereon.

Date, Event or Cond	ition upon which this	consent expires
Date Signed by Juvenile	Signature of Ju	venile
Signature of Staff Witness to	Juvenile Signature	Printed Name of Staff Member:
Signature of Consenting Paren	t or Guardian I	Date of Signature

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 6.3	Pages 4
Chapter: RECORDS	Related Standards: ACA: 2-9110; 2-	9112
Subject:  Master Index and Daily Populatin Movement Report		

- I. POLICY: The facility shall keep an accurate record showing the location of juveniles at all times. The Chief Administrator shall designate staff to maintain a master index file identifying the location in the facility, or if temporarily out of the facility in a satellite section or other location, and shall list all unusual incidents or misbehavior. This information shall be readily accessible.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:
  - A. <u>Master Listing</u>: A complete alphabetical listing of all juveniles officially assigned to the facility.
  - B. <u>Inactive File:</u> Repository file kept alphabetically containing cards of all juveniles having been released from facility.

### III. PROCEDURES:

A. Master Listing: An alphabetical listing of all juveniles in the facility shall be kept in the administrative office. Accuracy of this file is essential. All movement shall be recorded immediately, never carried forward beyond the close of the shift and a daily review shall be made by a designee of the Assistant Administrator. All discrepancies shall be reported immediately to the Chief Administrator. Iocator cards shall contain:

Chapter	Subject	Policy #	
RECORDS	Master Index & Daily Population Movement	6.3	Page 2 of 4

- Juverile's name, essential demographic identifying information of all juveniles in the facility, room assignments, temporary release status (i.e., court hearing, home visits, escapes, etc.).
- B. Daily Log: The daily log is the primary record of daily occurrences in the facility. The maintenance of this log is the responsibility of each Assigned Supervisor.
  - No entry in the log shall be erased.
     Corrections shall be added as an entry in the log.
  - The log shall be continuous, with a face sheet for each shift and sufficient insert sheets to permit the recording of all noteworthy events.
  - 3. Each blank on the face sheet shall be filled in on each duty to review the previous events recorded. The log sheets serve as a vehicle of communication between shifts and among staff.
  - 4. It is the responsibility of the staff member coming on duty to review the previous events recorded. The log sheets serve as a vehicle of communication between shifts and among staff.
  - 5. It is the responsibility of the Assistant Administrator to read the prior day(s) log and to either respond personally or bring to the attention of the Chief Administrator any remarks or observations made that require action. When a log hasn't been completed properly he/she should call it to the attention of the staff member who completed the entry.
- C. Incident Report: The Chief Administrator shall ensure that a written procedure for reporting unusual incidents is used.

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RECORDS	Master Index & Daily Population Movement	6.3	Page 3 of 4

 Whether a participant or an observer of an incident, each staff member has a responsibility to report an unusual incident to the Chief Administrator.

### 2. Definition of Unusual Incident:

- a. A juvenile's physical or sexual assault on another individual.
- b. A staff member's physical or sexual assault on another individual.
- c. Use of force by a staff member.
- d. Serious illness or death of a juvenile or staff member.
- e. Suicide attempt.
- f. Escape, attempted escape, runaway, or unauthorized absence.
- g. Fire.
- h. Major property loss or damage.
- i. Any juvenile or staff action which could lead to a criminal charge.
- j. Any incident that is considered to be media-sensitive.
- k. Other incidents the Chief Administrator has stated should be reported.

Chapter	Subject	Polley #	
RECORDS	Master Index & Daily Population Movement	6.3	Page 4 of 4

- D. Daily Report of Juvenile Movement: The administrative office shall prepare a summary report of all juvenile movement and shall include:
  - 1. Results of all juvenile counts.
  - 2. All new juveniles, including names and room assignments.
  - 3. A list of all releases, including names and destinations.
  - 4. All room changes, section relocations, etc., which affect the location of any juvenile.

	Approved By:					•	
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# Sample Juvenile Training School

# DAILY POPULATION MOVEMENTS

Date:/		
Total Population in They were in Rooms:	the Facility at 000	00 Hours on this Date:
Room Number		Section
Juvenile's admitted	to the Facility on	this Date were:
Juvenile:		Referral Source:
Juvenile's Discharge	ed from the Facilit	y on this Date were:
Juvenile:		Discharged to:
Total Population on from Facility:	escape or AWOL Sta	tus or on Authorized Release
Total Population Phyon this Date:	rsically Present in	the Facility at 2400 Hours
Signature of Staff N	Member Compiling Re	port:

### Recordkeeping and Evaluation Shift Supervisor's Report

Snirt Su	pervisor:		Date:	Shift	l'ime:
Section	Population at close of the shift	Restrictions (names of Juveniles and restriction)	Medical Problems (name of Juvenile and the type of problem)	Serious Behavior problems occurring during the shift (name and type of problem)	Strip Comments Search
			*		
Escapes:	Isolat	on:	<u> </u>	ubmitted by:	
	200146			Shift Super	
			A	pproved by: Assistant Directo	or for Program Operations

# Sample Juvenile Training School

# INCIDENT REPORT

NAME OF PERSON FILING REPORT:	DAT	DATE OF REPORT:				
NAMES OF ALL PERSONS INVOLVED:	DAT	E AND TI	ME OF IN	CIDENT:		
EACH STAFF MEMBER DIRECTLY OR INDIRECTLY INVOLV SEPARATE INCIDNET REPORT. DO NOT COLLABORATE I ANSWER IN YOUR REPORT THE WHO, WHERE, WHEN AND YOUR STATEMENTS.	WRIT	ING ONE	REPORT.	TRY TO		
NATURE OF INCIDENT:						
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RESULTS OF ACTIONS:		1	45.			
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YOUR OPINION AS TO WHY THE INCIDENT TOOK PLACE:		-	· · · · · · · · · · · · · · · · · · ·			
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OTHER OR ADDITIONAL INFORMATION						

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# Division of Juvenile Rehabilitation



# CASE FILE TRANSFER FORM

	CASE NAME		SERIAL NO.	D.O.B.
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	record(s) and material contained therein			

#### CHAPTER 7

#### PHYSICAL PLANT

### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-8158, 2--9117, 2-9118, 2-9120, 2-9121, 2-9129, 2-9136 through 2-9145, 2-9157, 2-9150 through 2-9154, 2-9157, 2-9159, 2-9162, 2-9163, 2-9169 through 2-9183, 2-91214

National Advisory Committee Standards 4.211, 4.2111, 4.2112, 4.2152, 4.2194

American Bar Association Architecture of Facilities Standards 3.3 through 3.5, 5.1, 5.6, 5.9, 5.10, 6.1, 6.2, 6.13, 6.14, 6.16, 6.17

The design and administration of the physical plant are often subjects of litigation and , with increasing frequency, courts are considering the adequacy of the conditions of confinement. Space requirements and conditions listed throughout the chapter are based on ACA Standards.

The difficulty in implementing many of these requirements is acknowledged. There are growing indications, however, that certain conditions of confinement may indeed aggravate ant accelerate behavior patterns officials are so often expected to correct.

Chapter	Subject	Policy #	
SECURITY AND CONTROL	Facility Emergency Plan	9.14	Page 4 of 8

# 2. Steps to the Control of Destructive Behavior in Rooms:

- a. The Assistant Administrator or the Assigned Supervisor shall mobilize as much extra assistance as is needed and define each staff member's role.
- b. Non-participating juveniles may be moved into sections away from the area and supervised by staff.
- c. Staff should check the participating juvenile, or juveniles, in their rooms. Should physical force be necessary, more than one staff member should be present. (The work of staff in taking these steps should be methodical and thorough). Remove all insecure articles from the room.
- d. Should the juvenile's control return, he/she may assist in cleaning up any damage. If not, the staff should proceed to clear it.
- e. The senior staff member shall write the incident report for the Chief Administrator.

### 3. Sit Down Strikes:

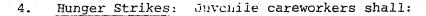
- a. The Assistant Administrator or Assigned Supervisor shall mobilize and define the functions of the staff.
- b. Talk to group leaders to determine reasons for the strike.
- c. Initiate resolution procedures.

Chapter	Subject	Policy #				
SECURITY AND CONTROL	Facility Emergency Plan	9.14	Page 6 of 8			

- 2. Maintain control of the group.
- 3. If possible, pursue the juvenile(s) immediately.
- 4. If more than one juvenile careworker is present, he/she will contact the administration office.
- 5. The following information will be reported by telephone to the control center.
  - a. Name(s) of escapee(s).
  - b. Approximate time and location of escape.
  - c. The direction escapee(s) were headed.
  - d. Whether escapee(s) appear to present a danger to the community.
  - e. Name of staff member (if applicable) in pursuit.
  - f. Whether additional staff is needed for pursuit or group control.
- 6. If the juvenile(s) are successful in getting outside the facility perimeter, the following persons will be contacted:
  - a. State and local law enforcement agencies.
  - b. Parent agency.
  - c. Probation/parole officer.
  - d. Parents/guardians.
  - e. Assistant Administrator.
  - f. Chief Administrator.
- 7. The above information and the date, time and staff member responsible for the notification will be included in the information report.

  Reporting requirements will be followed.

Chapter	Subject	Policy #	
SECURITY AND CONTROL	Facility Emergency Plan	9.14	Page 5 of 8



- a. Offer the food at each meal to the juvenile.
- b. Make note in the logbook notify the counselor the next day.
- c. Inform medical staff who shall monitor juvenile's physical condition.
- E. Hostages: The policy of the facility is that if hostages are taken, no trades will be made for their freedom. If a staff member has been taken hostage, there is a risk that the juveniles may have a complete set of keys to the facility entrance area. A complete take-over of the facility could occur. Specific areas can be secured, however, where juveniles would not gain access. The following steps will apply if any hostage is taken:
  - 1. Do nothing that will excite the juveniles.
  - Notify the control center.

### 3. Secure:

- a. Recreation and delivery doors.
- b. Main corridor door.
- c. Area between the administrative office.

These areas can be secured from the inside and juveniles will not have keys or access to these doors.

- 4. The complete hostage plan shall be available to supervisors only. (Confidential document sections shall be made available to designated staff.)
- F. Escapes: In the event a juvenile or juveniles attempt to escape from the facility, the following procedures are to be used by the Assigned Supervisor and juvenile careworkers:
  - 1. Immediately escort the remainder of the group to a secure setting.





Chapter	Subject	Policy #	
SECURITY AND CONTROL	Facility Emergency Plan	9.14	Page 7 of 8

- G. Attempted Suicide: On discovery of an attempted suicide, the following action will be taken by the Assigned Supervisor:
  - 1. Assessment and Treatment of Injuries:
    - a. If the juvenile has sustained noticeable injury, or if the juvenile shows symptoms of having swallowed a poisonous substance, immediately administer first aid.
    - b. While administering first aid, another staff member will immediately notify the medical staff. If a staff member is alone, immediately after administering the necessary first aid, he/she shall notify the medical staff.
    - c. If a self-inflicted injury is of such a serious nature that the life of the juvenile is in danger, immediately request an ambulance in addition to the medical staff.
    - d. If the juvenile can be moved without imperiling his/her life further, move him/her to a private room and make him/her as comfortable as possible. Reassure the juvenile by being attentive and caring, and keep constant and close observation pending arrival of the medical staff or ambulance.
    - e. If the juvenile cannot be moved, make sure the juvenile is protected and comfortable, and then move any other juveniles out of the immediate area.
  - 2. Notify the Chief Administrator and Assistant Administrator by telephone.
  - 3. Notify the facility's approved mental health staff:
    - a. Regardless of the seriousness of the attempt (attempts include cases where a juvenile is discovered making the arrangements), notify the facility

Chapter	Subject	Policy #				
SECURITY AND CONTROL	Facility Emergency Plan	9.14	Page	8	of	8

mental health staff by telephone as soon as possible. If conditions are such that the juvenile careworker is unable to do this within a reasonable length of time, request another staff member to do this.

- b. In all of these cases, keep the juvenile under constant and close observation pending arrival of the mental health staff.
- c. All recommendations of the mental health staff will be complied with.
- 4. Notify the juvenile's parents/legal guardian by telephone.

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# Sample Juvenile Training Schools

### CRITICAL INCIDENT REPORT TO BE COMPLETED BY DIRECTOR

Director:		
Juvenile/Staff/Facili	ty Involved:	
Type of Incident:	Death Major Group Disturbance Serious Accident/Injury	Suicide Attempt Crime Fire/Arson
	Physical Force Resultin AWOL (Classified for Re	g in Injury to Juvenile strictive Cases)
	_Other (Specify)	
Cccurrence: Date:	Time:am/pm (circle one)	Specific Location:
Description of the In	cident (Give brief summary detailed narrative	here and attach a e, if necessary):
:		
	·	
Describe Action (1) T	aken: (2) To be taken: (3)	Recommended:
Initial Report By:		Title
Reported to:  Report: Date:  Additional Remarks:	Time: _am/pm (circle)	Title OralWritten
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Report Completed by:_	Name	Title
-	Signature	Date



Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number 9.15	Pages
Chapter: SECURITY AND CONTROL	Related Standards: ACA: 2-9189	
Subject:  High Security Juvenile Units	NAC: 4.71, 4.21	9, 4.2191 through 4.2194

- I. POLICY: The facility shall have access to a specialized living unit for high risk juveniles who cannot control their assaultive behavior, present a danger to themselves, or are in constant danger of being victimized by other juveniles.
- JI. <u>DEFINITION</u>: As used in this document, the following definition shall apply:

High Security Juvenile Unit: A specialized cottage, Wing, or structure used to house juveniles who cannot be housed safely within a regular training school living unit. Juveniles shall be housed in single rooms.

- A. Assignment to the High Security Unit: A juvenile shall enter the high security unit by transfer from the general training school population.
- B. Requirements for Transfers: 'A juvenile shall be transferred from the facility's general population to the high security unit only if:
  - The juvenile poses a danger to himself or others.
  - The juvenile's actions show that he/she cannot be controlled in the facility's regular living units.
  - 3. The service benefits to the juvenile of the more secure unit substantially outweigh any detrimental effects of his restricted liberty.
  - 4. Due process requirements have been met prior to transfer.





Chapter	Subject	Policy #	
SECURITY AND CONTROL	High Security Juvenile Units	9.15	Page 2 of 3

- C. Decision to Transfer: A copy of the decision to transfer the juvenile to the high security unit shall be placed in the juvenile's file.
- D. Staffing Pattern, and Qualifications, and
  Training shall be determined by the Chief
  Administrator and appropriate consulting staff
  at an enhanced level.
- E. <u>Services</u>: The range of services in the high security unit shall be comparable to regular living units with additional treatment and program resources. There shall be:
  - 1. Smaller class sizes and individual education.
  - 2. Increased recreational opportunities.
  - 3. Psychiatric screenings to determine the feasibility of the juvenile receiving mental health services within the facility or being transferred to a mental health program.

## F. Security:

- 1. The primary security strategy shall be a high juvenile staff ratio.
- 2. Security shall be flexible depending on risk at a given time.
- 3. In order to maintain as normal an appearance as possible interior security hardware shall be as unobtrusive as possible.
- 4. Normal activities shall be maintained when feasible:
  - a. Visiting hours shall be liberal and flexible.

Chapter	Subject	Policy #	
SECURITY AND CONTROL	High Security Juvenile Units	9.15	Page 3 of 3

- b. Access to telephones shall be liberal.
- c. Varied activities shall be provided.
- 5. When room confinement is necessary it shall be in the juvenile's own room.
- G. Use of High Security Units: High security units shall not be used as orientation, reception, or diagnostic centers but shall maintain a specialized program to meet the needs of a special population.

	Effective Date		Approved By:				
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#### CHAPTER 10

#### FOOD SERVICE

## COMMENTARY

This chapter encompasses American Correctional Association Standards 2-198 through 2-9202, 2-9208, 2-9209 through 2-9211, 2-9219, National Advisory Committee Standards 4.2173, 4.52 and American Bar Association 4.9. The samples establish basic conditions that the facility must comply with for operation of the food service program.

The assumption is made that a detailed operation manual will be used in conjunction with the policies and procedures outlined.



Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter: FOOD SERVICE	Related Standards:  ACA: 2-9198 - 2	2-9202; 2-9208
Subject: Nutritional Adequacy of Diet for Juveniles	NAC: 4.2173 ABA: 4.9	

- I. POLICY: All juveniles shall be served a varied and nutritionally adequate diet, supervised by a dietician with special training pertaining to allergic reaction, hyperactivity, and other mental, emotional and physical reactions of juveniles susceptible to particular food substances. The Food Service Supervisor shall be trained in food service operations before assuming responsibility to ensure that food served meets or exceeds the nutritional adequacy of dietary allowances stated in the National Academy of Sciences Recommended Dietary Allowances.
- II. DEFINITIONS: None.

- A. The Food Service Supervisor shall prepare quarterly evaluations of the food service section, which include records of:
  - 1. Standard rations compliance.
  - 2. Menu plans.
  - 3. Records of all meals served.
  - 4. Equipment needs.
  - 5. Staffing patterns.
  - 6. Costs.
  - 7. Special problems.
  - 8. Sanitation.
  - 9. Storage procedures.

Chapter	Subject	Policy #	
FOOD SERVICE	Nutritional Adequacy of Diet for Juveniles	10.1	Page 2 of 2

- 10. Physical plant.
- 11. Food service survey results.
- B. At least annually, but preferably quarterly, a dietician shall:
  - 1. Review the records and quarterly evaluations of the Food Service Supervisor.
  - Compare the nutritional values of meals actually served with parent agency standards and ration allowances.
  - 3. Provide a written evaluative report regarding:
    - a. Nutritional adequacy.
    - b. Menu planning effectiveness.
    - c. Meal service procedures.
- C. Fegular inspections will be made by appropriate government authorities.

Effective Date	Approved By:

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	10.2	8
Chapter:	Related Standards:	
FOOD SERVICE	ACA: 2-9200	
Subject:	NAC: 4.2173,	4.52
Menu Planning and Meal Service		

- T. <u>POLICY</u>: All juveniles shall be provided meals which are nutritionally adequate, properly prepared and served in pleasant surroundings.
  - A. Food shall never be withheld or reduced as a form of punishment or offered as a reward.
  - B. To the extent possible, food ordering and preparation should take into consideration ethnic tastes and the food preferences of the juveniles.
  - C. The food service plan provides for a single menu for staff and juveniles.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Standard Ration: The daily food allowance, measured in servings, shall be available to each juvenile. This allowance need not be served in exact proportions each day, but the monthly allowance must be balanced for the period ending at the close of business on the last day of each month. Any monthly variation of ten percent above or below the standard ration must be approved by the Chief Administrator.
  - B. Food Grouping: A grouping of similar foods into categories which will enhance menu planning, budgeting and the serving of a nutritionally adequate diet.
  - C. Therapeutic Diet: Special foods or meals prescribed by a physician or dentist as part of a patient's treatment.
  - D. Religious Diet: Meal(s), dietary restrictions, or special handling of food required by a religious denomination. The contents of a religious meal may never exceed the contents provided to the general population. These contents are intended to be measured by costs, quality and quantity.

Chapter	Subject	Policy #	
FOOD SERVICE	Menu Planning and Meal Service	10.2	Page 2 of 8

## III. PROCEDURES: The Food Service Supervisor is responsible for:

- A. Menu Plan: Menus shall be developed by the Food Service Supervisor. Effective menu planning recognized the needs of the general juvenile population and specific needs of the juvenile group attributable to age, physical activity, sex, medical status, etc. These variances create difficulties in using a system-wide menu plan. Parent agency policy requires that menus be developed within the following framework:
  - 1. Menus shall be based upon budget allocations.
  - 2. Each juvenile shall be served at least the minimum allowance described below in "Standard Ration."
  - 3. Menus shall be prepared and distributed at least one week in advance of serving, and posted where easily read by juveniles.
  - 4. Any changes or substitutions should be noted on menu sheet, with the specific food changed to one of approximately equal nutritional value.
  - 5. Menus shall be designed to provide meals which are not only nutritionally adequate but also have a balance of color, flavor and texture which will add to meal enjoyment.
  - 6. Menus should be kept on file, rotated periodically and take into consideration the average length of time a juvenile is detained.
  - 7. Menus may reflect changes in seasons.

Chapter	Subject	Policy #	
FOOD SERVICE	Menu Planning and Meal Service	10.2	Page 3 of 8

B. Standard Ration: Standard daily food ration allowances for each juvenile are the cornerstones of an adequate food program. The Food Service Supervisor shall ensure that each juvenile is provided foods from four basic food groups, with a daily allowance from each grouping. Establishment of these allowances in terms of servings per person, per day, shall consider waste incidents in normal preparation. All ration allowances are incidents based on standard retail cuts of meat and fresh produce while all canned foods are included as net weights. The standard daily allowance for foods for juveniles shall be:

Food Group	Servings	One Serving Examples
Vegetable & Fruit	4	1/2 cup salad, 1/2 cantaloupe, one orange, medium-sized potato, 1/2 grapefruit
Bread & Cereal	4	1 slice bread, 1/2 cup cooked cereal or pasta, 1 ounce ready-to-eat cereal
Milk & Cheese	3-4	1 cup milk or yogurt, 1-1/3 ounces natural cheese, 2 ounces processed cheese food, 1-1/2 cups ice cream or ice milk, 2 cups cottage cheese
Meat, Poultry, Fish & Peans	2	2-3 ounces lean, boneless, cooked meat, poultry or fish, 1 egg, 1-1 1/2 cups cooked dry beans, peas, lentils, or soybeans, 4 tbs. peanut butter, 1/2-1 cup nuts, sesame seeds or sunflower seeds

- C. Therapeutic Diets: Shall be provided to juveniles only:
  - 1. When prescribed by appropriate medical or dental staff.
  - 2. When medically indicated and never as a reward.

Chapter	Subject	Policy #	
	Menu Planning and	10.0	
FOOD SERVICE	Meal Service	10.2	Page 4 of 8

- 3. As directed or approved by a registered dietician.
- 4. As a complete meal service and not in supplement to or as a choice between dietary meals and regular meals.
- D. Religious Diets: Religious diets are served:
  - 1. For special occasions when specifically approved in writing by the Chaplain and Chief Administrator.
  - 2. Utilizing regular menu items unless specifically approved by the Chief Administrator. These meru items shall not exceed the quantity and/or quality provided to the general population.
  - Providing special handling of food, if necessary, according to the juvenile's religious beliefs.
  - 4. Substituting foods of approximate nutritional value.
- E. Food Preparation: Shall be designed to provide juveniles with the best possible meals consistent with the budget plans and daily ration allowances. Food preparation shall:
  - 1. Utilize a standard recipe system available to all food service staff responsible for the preparation of meals. The receipt system should be designed to:
    - a. Standardize costs.
    - b. Enhance and preserve food flavors.
    - c. Improve appearance.
    - d. Provide optimum palatability.
  - 2. Provide maximum utilization of the equipment available to enable serving high quality meals.
  - 3. Be in compliance with the safety and sanitary conditions stated in 10.3 of this chapter.

Chapter	Subject	Policy #	
FOOD SERVICE	Menu Planning and Meal Service	10.2	Page 5 of 8

- P. Meal Service: Dining room service shall be designed to enhance the attractiveness of the meal and to enable the juveniles to enjoy meal periods to the fullest extent possible. The manner in which the meals are presented influences the entire atmosphere of the facility since meals assume a magnified importance in the daily routine of the juvenile. The following criteria shall establish minimum standards for meal service:
  - Holiday and weekend schedules may be developed to provide for a more variable meal schedule to coincide with visiting activities, recreational activities or similar functions.
  - Dining rooms shall be pleasant and attractive.
  - 3. Good table manners, as well as good eating habits, shall be encouraged.
  - 4. All foods shall be served at the appropriate temperature to maintain quality, taste appeal and texture.
  - 5. All facilities shall provide dining areas for group dining.
  - 6. Meal utensils shall be as comparable as possible with home or restaurant style service. Plastic or glass dishes, bowls, cup mugs and saucers are preferable. All juveniles in the general population will be provided appropriate eating utensils including at least a fork, knife and spoon. A count of all utensils should be taken and recorded at completion of each meal.
  - 7. Meal service supervision shall ensure dining complies with the facility policy intent. Adequate and firm supervision shall ensure that meals are served in pleasant surroundings without the slightest degree of favoritism, carelessness or waste.

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FOOD SERVICE	Menu Planning and Meal Service	10.2	Page 6 of 8

- 8. Provisions for at least three meals, two of which are hot meals, at regular intervals during each 24-hour period, with no more than 14 hours between the evening meal and breakfast. Variations may be allowed based on weekerd and holiday food serving demands, provided the basic nutritional goals are met.
- 9. Serving should be ample to meet the needs of growing juveniles. Juveniles should not be allowed to store food in their rooms.
- 10. Care should be taken to avoid scheduling group meetings or individual conferences of a potentially emotional nature prior to meal times.
- 11. Good eating habits should be encouraged, but juveniles are not required to eat all of the food served.
- 12. Meals should only be served in juvenile's room because of illness, initial admission confinement, or confinement for behavioral difficulties. Care should be taken about the types of service utensils used, i.e., paper plates.
- 13. The food service plan provides for a single menu for staff and juveniles.
- G. Food Service Management: The facility shall establish a food service staffing pattern appropriate in size to meet their needs. Staff size and organization vary widely depending on juvenile population, physical plant and the equipment available. The food service section, however, shall provide the following minimum staffing pattern:
  - 1. At least one full time Food Service Supervisor with educational background and experience in the administration and supervision of food service operations.
  - 2. Supporting staff adequate to ensure the preparation and serving of meals as described in this policy.

Chapter	Subject	Policy #			
FOOD SERVICE	Menu Planning and Meal Service	10.2	Page 7 of 8		

- 3. Security supervision at a level appropriate for the facility.
- H. Food Service Records for the Standard Ration:

  Records will be maintained by the Food Service
  Supervisor to document information related to the serving of the recommended dietary requirements.

  These shall include:
  - 1. An annual and quarterly budget plan for procurement of foods, supplies and equipment necessary to provide the daily food allowance.
  - A detailed, daily record of fcods served, by allowance, and a comparison of the actual poundage served with the standard ration allowance.
  - 3. A monthly ledger listing all food consumed compared with the ration allowance, forwarded to the Chief Administrator for review. This ledger shall be accompanied by related reports regarding the food service section for the month, along with an explanation for any major deviation (ten percent, plus or minus) from the standard ration allowance.
- I. Food Costs: Administration office records shall be maintained by the Accounts Clerk to document, at a minimum, the following food service operations:
  - 1. Food expenditures which identify per capita costs per meal.

	Chapter	Subject	Policy #	
-	FOOD SERVICE	Menu Planning and Meal Service	10.2	Page 8 of 8

- 2. Food requirements estimated at least 30 days in advance.
- 3. Proof of effective procurement procedures which result in the purchase of supplies at competitive wholesale prices.

L	Estretive Date	Approved By:

# Sample Juvenile Training Schools $\underline{\mathsf{MENUS}}$

## Week Number:

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Date:

Breakfast		Lunch		Dinner	
Menu:		Menu:		Menu:	
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Items Used*	Quantity	Items Used*	Quantity	Items Used*	Quantit
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Date:					
Breakfast		Lunch		Dinner	
Menu:		Menu:		Menu:	
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Items Used*	Quantity	Items Used*	Quantity	Items Used*	Quantity
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List items such as salt and sugar when you use a lot of it, or when you use the last of it.

## MEAL COUNT

Month	of	
11011611	01	

	BREAKFAST		LUNCH		DINNER				
Date	Juvenile	Staff	Total Milk	Juvenile	Staff	Total Milk	Juvenile	Staff	Total Milk
1		:							
2									
3									
4			,						
5									
6									
7								<del></del>	
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10									
11									
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24				<del>                                     </del>					
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27									
28				<del> </del>					
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30									
31									
								1	

## PERPETUAL SUPPLIES INVENTORY

Item Description:			
	The second secon	 	

Date	Brand	Vendor	Cost (Case)	Qty. Acquired	Qty Used	Oty on Hand
<u></u>						:
:			1			
					,	
<u>.</u>						
			1			
- in-						

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 4		
Chapter: FOOD SERVICE	Related Standards: ACA: 2-9209 - 2-9211, 2-9219			
Subject: Safety & Sanitation for Food Service Standards	NAC: 4.2173			

- I. POLICY: The facility shall provide a food service section which ensures the highest possible level of safety and sanitary practices and participates in the federal and health codes serve as standard requirements for all food service.
- II. <u>DEFINITIONS</u>: None.
- III. PROCEDURES: The Food Service Supervisor and the Assistant Administrator are responsible for:
  - A. Physical Examinations: A physical examination will be made by the medical Staff to ensure that all staff working in the food service area are free from transmissible disease. This examination shall be completed prior to job entry and at least annually thereafter. Food service workers must be free of open or infected wounds.
  - B. Training Related to Safety and Sanitation:
    Training for food service staff shall be conducted
    by the Assistant Administrator on a regular basis and
    records shall be kept on course content and
    participation. At a minimum, staff shall be trained
    in:
    - 1. Safe use of each appliance in the kitchen area.
    - 2. Safe use and storage of hazardous tools.
    - 3. Proper storage techniques for foods.
    - 4. Facility and section fire plans.
    - 5. Use of fire extinguishers.
    - 6. First aid procedures for scalds, burns, falls and other injuries.

Chapter	Subject	Policy #	
FOOD SERVICE	Safety & Sanitation for Food Service - Standards	10.3	Page 2 of 4

- 7. Proper report procedures for accident and/or hazardous conditions.
- C. Staff Responsibilities: All food service staff shall be required to:
  - 1. Have clean hands and fingernails and to wash after using toilet facilities.
  - 2. Practice overall good hygiene and wear clean clothing that is changed daily.
  - 3. Wear a cap or hairnet at all times when in food service areas.
  - 4. Wear sanitary gloves at all times when serving food.
  - 5. Keep the food service section clean and all equipment shall be washed immediately after use.
  - 6. Keep accurate records of all meals served and of any food substitutions made.
  - 7. Notify the Food Service Supervisor or the Chief Administrator immediately of any health or safety code violations observed.
  - 8. Refrain from smoking in the food service section.
- D. <u>Physical Plant</u>: Food service sections are important ingredients of a safe and sanitary facility. The Chief Administrator shall ensure:
  - Floors, walls and ceilings are constructed of materials which will provide a safe and sanitary operation.
  - 2. Toilet and wash basins are located in proximity to all food service areas.
  - 3. Ovens, grills and similar equipment are arranged to enable maximum benefit from the sprinkler system and extinguisher coverage.
  - 4. Adequate fire protection and avenues for exit are available.

Chapter	Subject	Policy #	
FOOD SERVICE	Safety & Sanitation for Food Service Standards	10.3	Page 3 of 4

- 5. Adequate storage, loading and garbage disposal areas are available.
- E. Equipment Sanitation: Food Service equipment shall:
  - 1. Be designed to comply with all applicable safety codes.
  - 2. Be designed to enable efficient and thorough cleaning. This is especially important for equipment in direct contact with foods. Work tables, dining tables and similar pieces of equipment shall be constructed of metal or stainless steel, avoiding woods or similar water absorbent materials.
  - 3. Be operated and serviced in accordance with the manufacturer's health and safety instructions.
  - 4. Be equipped with refrigerators, freezers, holding cabinets and serving tables that maintain foods at proper temperatures.

    Bacteria growth and disease can result from improperly designed, maintained, or operated equipment.
  - 5. Be equipped with sanitary rodent-proof centainers for dry products such as flour and sugar and covers for food stored in refrigerators.
- F. Safety and Saritation Inspections: Inspections of food service area are vital to ensure compliance with appropriate health and safety rules.
  - 1. Daily safety and sanitation inspections will be made by the Food Service Supervisor. An inspection report form listing all major areas of the section, with space for rating each area and making recommendations for corrective action will be used. These reports shall be held in files for one year. The Food Service Supervisor shall submit a copy of the daily report to the Assistant Administrator.

Chapter	Subject	Folicy#		
FOOD SERVICE	Safety & Sanitation for Food Service Standards	10.3	Page 4 of 4	

- 2. Weekly safety and sanitation inspections shall be conducted by the Assistant Administrator and shall include:
  - a. Examining the daily inspection forms for the previous week and taking appropriate action to correct any problem areas.
  - b. Visiting and inspecting all food service and dining areas of the section, including food preparation equipment and storage areas.
  - c. Preparing a written report of the conditions and practices observed.
- 3. Inspections shall be conducted at least annually by an outside source. At a minimum, these inspections shall include fire and sanitation inspections covering all food service areas. Written reports shall be forwarded to the Chief Administrator for action and shall be retained for three years.

1	ved By:

## WEEKLY FOOD SERVICES INSPECTION

W	F	FI	Κ .	0	F	•

## INSPECTOR'S SIGNATURE:

I. E	EQUIPMENT	INSPECTION The following equipment was inspected and is operational as indicated:
Yes	No	<u>Yes No</u>
		Toaster Temperature [ ] [ ] Stove burners  Dishwasher #I [ ]° [ ] Stove oven Temperature  Dishwasher #2 [ ]° [ ] Refrigerator #1 [ ]°  Popcorn popper [ ] Refrigerator #2 [ ]°  Kitchen fan [ ] Freezer #1 [ ]°  Dining Room fan [ ] Freezer #2 [ ]°  DR air conditioner [ ] DR Icebox [ ]°  Table blender [ ] Food processor  Hand blender [ ] Meat slicer
		Fire Safety
		Stove fan [ ] Stove vents Grease filters [ ] Both fire extinguishers
II. S	SANITATION	The following areas were inspected and found to be in the condition indicated:
والمائد المائد المائد والمائد	SAFETY	UNSATISFACTORY  CORRECTED Yes No  Three-sink counter and area  Deepsink and area  Handsink and area  Handsink and area  Pots and pans storage shelves  Storage drawers under pots/pans  Countertop under pots/pans  Central foodworking area  Under central foodworking area  Under central foodworking area  Kitchen floor: scrubbed/disinfectant  DR floor: scrubbed/disinfectant  Ritchen windows clean/screens OK  Ritchen windows clean/screens OK  Ritchen windows clean/screens OK  All food storage pantry floor scrubbed  All food storage containers covered  All food in refrigerator sealed  All food in refrigerator sealed  All garbage/trash cans covered  Kitchen and DR odor free  Cleaning supplies/food separated
##	Silven	knives # Other dangerous implements vare knives # Silverware forks vare teaspoons # Silverware tablespoons

#### CHAPTER 11

#### SANITATION & HYGIENE

#### COMMENTARY

This chapter encompasses American Correctional Association Standards 2-9214 through 2-9221, 2-9227.

Sample policies and procedures are designed to establish and maintain a high level of sanitaiton.

The sample solutions addressed to waste disposal and pest control are only a few of the many options available. Users should examine other options prior to endorsing the most practical solution.

Special emphasis is placed upon the need for regular and thorough inspections of the water supply, waste disposal, and other condititons which reflect standards for sanitation and hygiene that affect the health of staff and juveniles.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages	4	
Chapter: SANITATION AND HYGIENE	Related Standards: ACA: 2-9214	- 2-9219		
Subject: Housekeeping and Inspection of Sanitation Practices				

- I. POIJCY: The Chief Administrator shall provide a method for the regular monitoring of environmental health programs especially related to housekeeping practices, water supply and sanitary practices. The facility will comply with all applicable federal, state and local sanitation and health codes.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Environmental Health: All the conditions, circumstances and surrounding influences which affect the health of persons or groups required to be in the area.
  - B. Independent Audit: The examination by a qualified person or persons who compare established standards with existing practices and reports findings. To be independent, the examiners shall not be staff members or agents of the facility, nor in any way indebted to the staff directly responsible for the section that is being audited.

- A. Weekly Inspection: The Assistant Administrator shall be responsible for weekly sanitation, safety, and maintenance inspections of all facility areas. This weekly inspection process shall ensure that:
  - 1. All areas are clean and orderly.
  - 2. Lighting, ventilation and heating equipment function properly.
  - 3. No fire, safety, or health hazards exist.

Chapter	Subject	Policy #	
SANITATION AND HYGIENE	Housekeeping and Inspection of Sani- tation Practices	11.1	Page 2 of 4

- 4. All equipment, tools and security devices perform properly, with a special attention being paid to the security screens in the rooms of each juvenile, and areas where they congregate or have activities.
- 5. All plumbing equipment, including toilet, bath, showers, sinks, and laundry facilities, operate properly.
- 6. All exterior ground of the facility, including along the roadway, are free of trash and debris.
- 7. All garbage and trash disposal receptacles are clean and not damaged and have lids securely attached.
- 8. All of the deficiencies noted in the previous week's report have been corrected.
- B. Housekeeping Plans: Plans shall be prepared as directed by the Assigned Supervisors. These plans shall require:
  - 1. A cleaning schedule for the area.
  - Specific assignment of juveniles to sanitary duties.
  - 3. A time schedule for duty completion.
  - 4. Specific instructions for the cleaning of:
    - a. Floors and doors.
    - b. Juvenile quarters.
    - c. Juvenile personal property.
    - d. Walls and windows.
    - e. Toilet and shower facilities.
    - f. Equipment.
    - g. Storage areas.

Chapter	Subject	Policy #	
SANITATION AND HYGIENE	Housekeeping and Inspection of Sani- tation Practices	11.1	Page 3 of 4

- 5. Waste disposal procedures which provide for proper collection, storage and disposal of all liquid and solid waste accumulations for the section.
- 6. Instructions for the acquisition, utilization and storage of cleaning supplies and equipment.
- C. Sanitation of Rooms: Fach juvenile is required to maintain sanitary living area conditions. The juvenile careworker and Assigned Supervisor shall inspect the areas.
  - 1. Each juvenile shall be responsible for the cleanliness of his/her living areas including walls, floors, sink, toilet, windows and other property within the room or living area.
  - 2. Cleaning materials and articles for cleaning shall be issued to each juvenile by the juvenile careworker. The juvenile is responsible for the proper usage and care of these articles.
  - 3. The juvenile careworker shall inspect rooms and living areas daily and report any infraction of these orders to the Assigned Supervisor.
  - 4. The juvenile careworker shall issue written or verbal warning to the juvenile with an unsatisfactory condition and, in cases of continued non-compliance, issue a report of misconduct.
  - 5. Vacated beds should be stripped and new linen issued prior to admission of new occupant.
- D. Inspection Visits: Weekly inspection teams shall visit each section in accordance with a schedule distributed by the Chief Administrator for each month. Teams shall rotate on a monthly basis thus acquiring an exposure to various sections. Only the Assigned Supervisor remains a regular member of the inspecting team in his/her section.

Chapter	Subject	Policy #	
SANITATION AND HYGIENE	Housekeeping and Inspection of Sani- tation Practices	11.1	Page 4 of 4

- E. Inspection Reports: Reports of inspection shall be prepared as directed by the team chairperson and forwarded to the Assistant Administrator. A narrative report of any area found to be deficient in housekeeping or sanitation responsibilities shall be attached.
- P. Annual Independent Audits: Facility sanitary practices shall be reviewed by the federal, state or local health authority or private contractor and the facility will conduct an annual inspection. This independent audit shall be conducted to:
  - 1. Examine compliance with applicable laws and regulations.
  - 2. Identify potential problem areas prior to their becoming major problems.
  - 3. Document any deficiencies existing and provide the Chief Administrator with information on conditions requiring corrective action.
  - 4. Include an evaluation of water:
    - a. Water supply testing to ensure compliance with jurisdictional laws and regulations. In the absence of local law, the Federal Safe Drinking Water Act as published in the Federal Register on December 24, 1975, shall serve as a standard.
    - b. Solid waste disposal practices.
    - c. Sewage disposal.
    - d. Pest control practices.

Essective Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter: SANITATION AND HYGIENE	Related Standards: ACA: 2-9218, 2-	-9219
Subject: Waste Disposal and Pest Control		

- I. POLICY: Waste disposal and pest control programs which conform to appropriate jurisdictional requirements shall provide for:
  - A. Licensed and/or trained pest control professional readily available to provide vermin and pest control services.
  - B. Liquid and solid waste collection, storage and disposal in a manner which protects the health and safety of juveniles, staff and visitors.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

<u>Pest:</u> Any destructive insect, animal or vermin that causes annoyance, discomfort or disease.

- A. Waste Disposal: The Assistant Administrator or his/her designee shall ensure that waste disposal is provided by either an independent contractor or, if available, the city sanitary department.
  - 1. Sewage treatment of effluent and sewage is managed by the city in compliance with the requirements of the State Water Pollution Control Agency and the Environmental Protection Agency.
  - 2. Sanitary methods for handling and disposing of refuse shall be used in compliance with the requirements of all local and federal agencies. Trash and rubbish shall be collected and removed in a manner that avoids creating a menace to health and is done as often as is necessary to maintain sanitary conditions.

Chapter	Subject	Policy #	
SANITATION AND	Waste Disposal and Pest Control	11.2	Page 2 of 3

- P. Control of Pests: The vermin and pest control program is managed by the Assistant Administrator.

  Regular preventive programs are conducted to control pests and weekly inspections will be made of:
  - 1. Medical section.
  - 2. Food Service section.
  - 3. Housing section.
  - 4. Admissions section.
  - 5. Canteen.

Control programs are conducted on a monthly basis in the remainder of the facility.

C. <u>Pest Reporting</u>: Staff are required to report any observation of insects, rodents or vermin within the facility. The Assistant Administrator will implement appropriate corrective action.

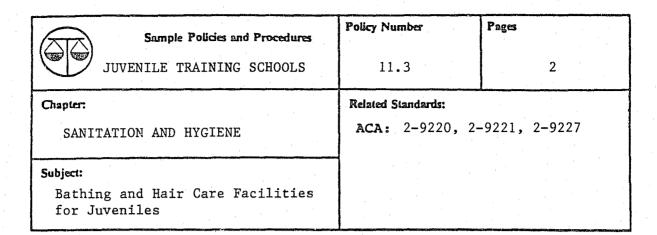
## D. Inspection Reports:

1. Inspection of the pest control and waste disposal programs shall be conducted weekly by the Assistant Administrator and a report will be forwarded to the Chief Administrator.

Chapter	Subject	Policy #	
SANITATION AND HYGIENE	Waste Disposal and Pest Control	11.2	Page 3 of 3

2. Frequent inspection of living areas shall be made by the Assigned Supervisors to aid in the control of body pests. Immediate extermination measures shall be taken when body pest infestation occurs, including spraying or fumigation of bedding, clothing, equipment, and all areas of the building supportive to the existence and reproduction of the pests.

Espective Date		 Approved By:		



- I. POLICY: All juveniles must be provided with adequate bathroom and hair care facilities and the articles necessary to maintain acceptable standards of personal hygiene.
- II. DEFINITIONS: None.

- A. The Chief Administrator shall ensure that each housing section in the facility provides bathing facilities for juveniles that comply with the following minimum requirements:
  - One toilet and sink shall be available for every five juveniles and will be located within 75 feet of the rooms of juveniles expected to used them.
  - 2. Each housing section will have one shower unit for every five juveniles and are available for use seven days a week.
  - 3. Toilet fixtures and showers of a sanitary design and easily cleanable. These are to be kept clean and free of odors.
  - 4. Each room in which a juvenile may be confined for any part of a day shall have working toilet, above floor level, capable of being flushed from the interior of the room, and a sink with hot and cold running water.
  - 5. Each section which requires especially sanitary conditions shall have washing facilities. These sections include:
    - a. Food service.
    - b. Medical section.

Chapter	Subject	Policy #	
SANITATION AND HYGIENE	Bathing and Hair Care Facilities for Juveniles	11.3	Page 2 of 2

- B. Shower Safety: The Chief Administrator shall ensure that all shower units are designed to conform with the following minimum conditions:
  - 1. Thermostatic temperature controls which will not allow shower water temperature to be above 110 degrees Fahrenheit or 43 degrees Celsius.
  - Non-skid flooring.
  - Hand rails.
- C. <u>Barber Facilities</u>: Hair care services are available for all juveniles.
- D. Shaving: All shaving shall be done in the presence of a juvenile careworker, who will be responsible for the issuing of shaving cream and injector razor from which the blade cannot be removed. Each juvenile's razor shall be individually marked and kept in a locked cabinet and shall be issued upon request. Procedures for shaving shall be developed considering the needs of the juvenile and the security needs of the facility.

Eliective Date		Approved By:		
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#### CHAPTER 12

### MEDICAL AND HEALTH CARE SERVICES

#### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-9229 through 2-9247, 2-9249 through 2-9251, 2-9272

National Advisory Committee Standards 4.62, 4.217, 4.263, 4.410, 4.2122, 4.2171, 4.2174

American Bar Association 7.6, 4.10

The reader adapting these samples for local use is cautioned to consult with the medical and legal staff to ensure compliance with new, revised or unusual regulations. In this chapter one of many possible management methods for health care services for the facility is illustrated.

Users should select the level of programing and the style of management most responsive to their conditions.

The delivery of medical and health care is expensive. However, compensatory costs for employees and juveniles injured, disabled or killed far exceed the cost of an adequate health care program.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 5
Chapter:  MEDICAL AND HEALTH CARE SERVICES	Related Standards: ACA: 2-9229 - 2	2–9239
Subject:  Medical Program Administration	NAC: 4.217, 4.2	2171

- I. POLICY: Provisions shall be made for short term medical, dental and mental health care services under the control of a health authority. When this authority is not a physician, final medical judgments will rest with a physician licensed in the state.
- II. DEFINITIONS: None.

- A. Medical information for each juvenile will be obtained by the Assigned Supervisor at admission or as soon after admission as possible and shall include:
  - 1. Any medical treatments and medications the juvenile is taking.
  - Any chronic health problems such as allergies, seizures, diabetes, hearing or sight loss, heart condition, etc.
  - 3. Medical consent form signed by a person legally authorized to give consent.
- P. This information will be included in the juvenile's medical record.
- C. After admission a record of each visit to a physician or dentist and any recommended treatment will be kept and will include any medication; dosages, times given, and the name of the staff member administering the medication.
- D. Arrangements shall be made with health care specialists in advance of need.

Chapter	Subject	Policy #	
MEDICAL AND HEALTH - CARE SERVICES	Medical Program Administration	12.1	Page 2 of 5

- E. The Chief Administrator shall have a written agreement with physicians, hospitals and/or health care clinics that 24-hour, seven day per week coverage will be provided.
- F. All staff members shall be familiar with the procedures to be followed in medical emergencies.
- G. Medical staff shall be familiar with procedures for:
  - 1. Obtaining medical consent.
  - 2. Health appraisal data collecting.
  - 3. Obtaining non-emergency medical services.
  - 4. Obtaining dental services.
  - 5. Emergency medical and dental services.
  - 6. Deciding the degree of emergency in an illness or injury.
  - 7. Dental screening, prevention, examination and treatment.
  - 8. Providing medical and dental prosthetics.
  - 9. Notifying parent or legal guardian ir case of serious illness, injury or death.
  - 10. Providing chronic care.
  - 11. Providing medical preventive care.
  - 12. Screening, referral and care of mentally ill and retarded juveniles.
  - 13. Informing staff of special medical program.
  - 14. Implementing the special medical program.
  - 15. Immunizing.
  - 16. Delousing procedures.
  - 17. Detoxifying procedures.

Chapter	Subject	Policy #	
MEDICAL AND HEALTH CARE SERVICES	Medical Program Administration	12.2	Page 3 of 5

18. Issuing pharmaceuticals.

- H. The specific duties of qualified medical staff are governed by written job descriptions approved by the responsible physician and the Chief Administrator. Copies of appropriate state and federal licensure, verifying current credentials will be filed in the individual staff members personnel folder. Medical, dental and psychiatric matters involving medical judgment will be performed by a licensed physician or dentist or, within applicable laws and regulations, under his/her direction.
- I. The Medical Staff will comply with current laws, rules and regulations regarding immunization of juveniles.
- J. The Medical Staff will comply with current laws, rules, and regulations about acquiring, storing, and administering medications.
- K. Medical Staff shall consult with any physician who was actively treating a juvenile before his/her admission to review and approve on-going medications.
- L. Medical Administrative Reports: Health care reports shall be forwarded by the Medical Staff and Chief Administrator as follows:
  - Reports shall be prepared and forwarded to the parent agency quarterly. Statistical summaries shall be forwarded annually.
  - Quarterly reports shall be prepared as follows:
    - a. The report shall consist of a narrative divided into three main sections:
      - (1) Achievements.
      - (2) Problem areas.
      - (3) Future goals.

Chapter	Subject	Policy #	
MEDICAL AND HEALTH -	Medical Program Administration	12.1	Page 4 of 5

- b. The "Achievements" section shall focus on any new or completed projects, policies, procedures, staff, equipment and services that have been accomplished during the past three months.
- c. The "Problem Areas" section shall focus on areas currently under revision or in need of improvement, or on specific needs of the section. This could include the need for additional staff, specific supplies or services and revised procedures.
- d. The "Future Goals" section shall focus on areas requiring immediate planning for improvement. Examples of such goals are AMA or ACA accreditation, additional training for staff or additional dental services, etc.
- 3. The annual statistical summary report shall meet the following criteria:
  - a. The Medical Staff shall compile the statistics required to complete the annual statistical summary. Separate logs shall be maintained to record such data, which will be regularly reviewed and updated.
  - b. The specific items included in the report shall be determined by the Medical Staff. However, at a minimum, the following information shall be gathered and compiled.
    - Number of juveniles receiving complete health appraisals by medical staff.
    - (2) Number of laboratory referrals.
    - (3) Number of positive results on TB tests and other communicable diseases.
    - (4) Number of hospital transfers and returns to the facility.

Chapter	Subject	Policy #		
MEDICAL AND HEALTH	Medical Program			1
CARE SERVICES	Administration	12.1	Page 5 of 5	

- (5) Number of consultation referrals specifying the hospitals or clinics.
- (6) Number of ambulance services needed.
- (7) Number of referrals to facility consultants, e.g., psychiatrist, dentist.
- (8) Number of medical and dental prostheses needed.

Effective	Date		Approv	ed By:	
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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 9
Chapter:  MEDICAL AND HEALTH CARE SERVICES	1	9241, 2-9253 9266, 2-9267
Subject: Hospital Facilities and Equipment	NAC: 2-9272 4.217, 4.263, 4.62	

- I. <u>POLICY:</u> All juveniles are provided health care services appropriate to meet their medical needs. The facility has arrangements with outside local hospitals to provide services not available in the facility's medical section. Facility health care space, equipment and supplies shall be adequate to meet the juveniles' needs.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Emergency Care: Care for an acute illness or unexpected health care need that cannot be deferred until the next scheduled sick call. Emergency care shall be provided by the Medical Staff, physician, local ambulance service and/or outside hospital emergency room and specific written procedures will be followed.
  - B. Outside Hospital: Any hospital or clinic located outside the perimeter of the facility.

- A. A training program is established by the facility's health authority in cooperation with the Chief Administrator. Juvenile careworkers and other staff are trained to respond to health related situations within four minutes. Training includes:
  - 1. Recognition of signs and symptoms, and knowledge of action required in emergency situations.
  - Administration of first aid and cardiopulmonary resuscitation.
  - Methods of obtaining assistance.

Chapter	Subject	Policy #	
MEDICAL AND HEALTH CARE SERVICES	Hospital Facilities and Equipment	12.2	Page 2 of 9

- 4. Signs and symptoms of mental illness, retardation, chemical use and/or dependency.
- 5. Procedures for juvenile transfers to appropriate medical facilities or health care providers.
- B. The facility provides 24-hour emergency medical and dental care availability as outlined in a written plan which includes:
  - Arrangements for emergency transportation.
  - 2. Arrangements for the use of hospital emergency rooms or other appropriate health facilities.
  - 3. Arrangements for emergency on-call physician and dental services when a health facility is not located in a nearby community.
- C. Examination Room: The facility maintains an adequately equipped examination room used for treatment, ensuring privacy and dignity.
  - 1. An examination room, at the minimum, shall be equipped with:
    - a. Thermometer.
    - b. Blood pressure cuff and sphygmomanometer.
    - c. Stethoscope.
    - d. Ophthalmoscope.
    - e. Otoscope.
    - f. Scale.
    - g. Percussion hammer.
    - h. Examination table.
    - i. Goose neck light.
    - j. Refrigerator with lock.
    - k. Medical record files with locks.

Chapter	Subject	Policy #	
MEDICAL AND HEALTH CARE SERVICES	Hospital Facilities and Equipment	12.2	Page 3 of 9

- 2. An examination room should have a sink equipped with hot and cold running water with "no-hand" operating controls.
- D. Hospital Transfers: All transfers to the local hospital shall be made only with authorization of the Medical Staff or the physician on call. No transfers shall be initiated without prior communication brtween physicians in accordance with the guidelines set forth below:
  - 1. Whenever possible, non-emergency in-patient care and speciality consultations shall be arranged at least one week in advance.
  - 2. Once each week, the Medical Staff shall provide the Assistant Administrator with a list of scheduled hospital or clinical trips for the following week. The Assistant Administrator will arrange for transport and security coverage. When ambulance transport is required, the Medical Staff shall make the necessary arrangements with a local ambulance service and then notify the Assistant Administrator of the need for staff to accompany the juvenile.
  - 3. Referral to a hospital other than the local hospital shall be made at the discretion of the Medical Staff or facility physician.
  - 4. When admission to a hospital is accomplished the hospital medical staff must monitor the patient's condition and arrange for the return of the juvenile to the facility, or the transfer to another hospital as soon as feasible.
- Emergency Medical Transfers: All emergency transfers shall be accomplished, at the discretion of the Medical Staff, using the procedures outlined in "Routine Transfers."

Chapter	Subject	Policy #	
MEDICAL AND HEALTH CARE SERVICES	Hospital Facilities and Equipment	12.2	Page 4 of 9

- Cisaster Plans: The Medical Staff shall prepare a disaster plan for submission to the Chief Administrator. This should be compatible with other emergency disaster plans approved by the Chief Administrator. It shall include provisions for:
  - 1. Emergency evacuation of juveniles.
  - 2. Triage of large numbers of casualties.
  - 3. Use of medical vehicles.
  - 4. Use of local hospital services.
  - 5. Communication procedures for medical staff.
  - 6. Security procedures.
- G. Hunger Strike: In all cases determined to be severe by the appropriate medical professionals the following shall be implemented:
  - The juvenile's parerts/guardians shall be contacted.
  - 2. The juvenile shall be offered a medical evaluation by the Medical Staff. The juvenile's acceptance or refusal shall be documented, signed and witnessed.
  - 3. If the juvenile refuses the medical examination, he/she shall be offered vital sign monitoring by the Medical Staff on a daily basis and each encounter must be documented and witnessed.
  - 4. Medical Staff shall view the juvenile at least three times daily for assessment of his physical condition.
  - 5. All meals shall continue to be provided.
- H. Use of Restraints: Medical staff shall use soft restraints only as a last resort for juveniles who present a serious danger to self and others, e.g., assaultive behavior towards Medical Staff or other juveniles, suicidal behavior, attempts to remove tubes or dressings necessary for their care, self-inflicted wounds. Under no circumstances shall restraints be used as a disciplinary measure or as a convenience for the Medical Staff.

Chapter	Subject	Policy #	
MEDICAL AND HEALTH -	Hospital Facilities and Equipment	12.2	Page 5 of 9

- 1. The use of restraints in the facility medical section shall be approved only by a physician Other staff may apply restraints after receiving verbal approval from the physician on call. When verbal approval is obtained, the authorizing physician shall document the order in writing within 24-hours. All prescriptions for restraints shall be signed by the authorizing physician and entered into the appropriate section of the medical record.
- 2. The prescription for such restraint measure shall include the purpose of and clinical justification for the type of restraint used and the length of time for which restraint measures are to be imposed, not to exceed 4-hours. If further restraint is required beyond the maximum 4-hours, a new prescription must be issued by a physician based upon observation of the juvenile's behavior and clinical condition. The determination for restraint removal shall be made by the physician or by a member of the Medical Staff following consultation with the physician.
- 3. Juveniles receiving restraint measures shall be under constant supervision by a member of the staff.
- 4. The type of restraint selected and applied shall cause the least possible discomfort and be administered in a humane manner.
- I. <u>Prosthesis</u>: Procedures for acquiring medical prostheses shall be made available by the Medical Staff for juveniles in accordance with the following conditions.

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- 1. If the health of the juvenile otherwise would be affected adversely, medical and dental prostheses shall be provided.
- 2. The responsible physician or dentist shall determine which cases warrant this treatment.
- 3. The facility shall either provide the necessary prostheses, with consent of parent or guardian, free of charge to the juvenile when necessary or make arrangements with the parents/guardian or an appropriate agency for possible funding.
- 4. The juveniles or parents shall be required to pay for non-essential prostheses in those cases where the health of the juvenile is not affected adversely without the prostheses. This shall be determined by the responsible physician or dentist.
- 5. For medical prostheses consideration of the procedures below shall be followed:
  - a. Juveniles' requests for physician scheduling to obtain medical prostheses shall be reviewed by the Medical Staff.
  - b. The responsible physician shall examine the juvenile and record results of the examination in the juvenile's medical record.
  - c. If the physician determines that the juvenile's health would be adversely affected without the necessary medical prostheses, the following steps shall be taken:
    - (1) The responsible physician shall arrange for a consultation with parents.
    - (2) Both verbal and written contact shall be made to arrange an appointment for the juvenile.

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MEDICAL AND HEALTH - CARE SERVICES	Hospital Facilities and Equipment	12.2	Page 7 of 9

- (3) Appropriate medical records shall be forwarded, as needed, with prior written consent obtained from the juvenile and parents.
- d. The physician and the Medical Staff shall record all pertinent data on the juvenile's medical record.
- e. If the physician determines that the medical prostheses is not required, this decision shall be so noted in the juvenile's medical record. In this case the juvenile or his/her parents may choose to pay for the prostheses.
- J. Location and Content of First Aid Kits: The responsible physician or the physician's designee will examine, approve and make periodic inspections of the contents and locations of first aid kits.
  - 1. First aid kits shall be placed in the following areas:
    - a. Each housing section.
    - b. The control center in each section.
  - 2. At a minimum, each first aid kit shall contain:
    - a. Rolled gauze.
    - b. Sponges.
    - c. Triangle bandage.
    - d. Adhesive bandages.
    - e. Band-aids.
    - f. Instruction pamphlets for first aid.
    - g. Salves and medication approved by the Medical Staff.
    - h. Antiseptic lotion.
    - i. First aid book.

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- j. Note paper and pencil.
- k. Blunt end scissors, safety pins and tweezers.
- 1. Ammonia inhalant.
- 3. The contents, location and use of first aid kits shall be reviewed annually by the Medical Staff and an evaluative report shall be forwarded to the Chief Administrator.
- K. Dispensation of Medications: The person administering medications shall have training from the responsible physician and the official responsible for the facility is accountable for administering medications according to orders and records. The administration of medications shall be done in a manner approved by the responsible physician. This does not include psychiatric medication or medicines given by trained medical personnel of at least the level of registered nurse. Staff should also be trained to administer "over the counter" items such as aspirin, personal hygiene items, cough drops, etc.

#### L Daily Living Program:

- Personal grooming, housekeeping and cleaning his/her own room, wearing clean clothes, and daily showers shall be part of the juvenile's daily routine.
- All staff shall aid in the hygiene process by modeling good personal hygiene habits and by operating a clean facility.

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MEDICAL AND HEALTH CARE SERVICES	Hospital Facilities and Equipment	12.2	Page 9 of 9

M. Education and Training: Health modules dealing with a broad range of issues such as birth control, smoking, stress, personal hygiene, dental hygiene, etc. shall be an integral part of the education curriculum.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter:  MEDICAL AND HEALTH CARE  SERVICES	Related Standards:  ACA: 2-9242 - 2-9245	
Subject: Physical Examinations	NAC: 4.2171,	4.263

- I. POLICY: Each juvenile is provided medical care from the time of admission and throughout the period of commitment. This continuous care includes medical screening of clinical history for each juvenile (except intrasystem transferees) following admission, regular physical examinations and medical screens for all juveniles received in transfer from other parent agency facilities.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Physical Examinations: A thorough evaluation of a juvenile's current physical condition and medical history conducted by or under the supervision of a licensed physician.
  - B. Medical Screening: An examination of a juvenile conducted by a member of the Medical Staff or other health trained staff to identify obvious ailments or injuries.

- A. New Admissions: Physical examinations shall be completed within 96 hours for each juvenile newly admitted to the facility.
  - 1. Receiving Screening: Prior to placement in the general population, each juvenile shall be screened by a member of the Medical Staff. Findings of the screening shall be recorded on the form approved by the medical Staff. Program staff shall be informed of special medical or physical problems that might require attention. The receiving screening shall include:
    - Inquiry into current illness and health problems including:

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MEDICAL AND HEALTH -	Physical Examinations	12.3	Page 2 of 3

- (1) Medications taken.
- (2) Special health requirements.
- (3) Use of alcohol and other drugs including types of drugs used, make, amounts, frequency, data of last use and history of problems occurring from withdrawal.
- (4) Venereal diseases.
- (5) Other designated health problems.
- b. Measurement of height, weight, blood pressure and temperature.
- c. Observation of general behavior including:
  - (1) State of consciousness.
  - (2) Mental status.
  - (3) Appearance.
  - (4) Tremor or sweating.
  - (5) Body deformities.
  - (6) Ease of movement.
  - (7) Condition of skin including; trauma, bruises, lesions, jaundice, rashes, infestations, needle marks or other signs of drug abuse.
- d. Recommendations for disposition to general population with referral to the appropriate physiciar and immediate referral to Medical Staff on an emergency basis.
- 2. <u>Delousing:</u> Each receiving screening shall include an examination for lice.
- 3. Detoxification: When screening and examination result in a diagnosis of chemical dependency, requirements for detoxification from alcohol, opioids, stimulants of sedative hypnotic drugs are determined by the Medical Staff or designated physician.

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MEDICAL AND HEALTH CARE SERVICES	Physical Examinations	12.3	Page 3 of 3

- 4. Screening for Communicable Disease:

  Examinations shall be performed by the Medical Staff for all symptomatic cases. Facility staff and juveniles with symptomatic signs will be tested for such diseases as:
  - a. Tuberculosis.
  - b. Ova and parasites.
  - c. Infectious hepatitis.
  - d. Venereal disease.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 4
Chapter:  MEDICAL AND HEALTH CARE SERVICES	Related Standards: ACA: 2-9236, 2	-9257
Subject:  Mental Health Care Program	NAC: 4.2174	

- I. POLICY: All juveniles are provided access to a comprehensive mental health program designed to examine, diagnose and treat. For juveniles in need of such services psychiatric and psychological diagnosis and treatment of committed juveniles should be undertaken. Psychiatric services shall include training of staff who have daily contact with juveniles.
- II. <u>DFFINITIONS</u>: As used in this document the following definition shall apply:

Mental Health Professional: An individual who is authorized by state to deliver mental health services.

- A. Screening Services: Screening, care and/or referral for care of juveniles in need of mental health or mental retardation service will be provided. The specific referral sources shall be designated in advance by the facility physician.
- B. Mental Health Transfers: Any juvenile whose condition is beyond the range of services available in this facility shall be transferred to a specialized facility which may more effectively meet his/her needs.
- C. Mental Health Services: Mental health services shall be provided by qualified mental health professionals who meet educational and/or licensure/certification criteria specified by their professional disciplines. The following services shall be made available by or through the mental health staff:
  - 1. Review of all admission screening with mental health recommendations.

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MEDICAL AND HEALTH CARE SERVICES	Mental Health Care Program	12.4	Page 2 of 4

- 2. Review of data from staff observations.
- 3. Evaluation of individual interviews and tests to assess intellect and coping capabilities.
- 4. Treatment as indicated either by the use of inhouse staff, consultant contractors or transfer to another facility equipped to provide the required services.
- D. Psychiatric Emergencies: Evaluations shall be performed on juveniles as approved by the Mental Health Staff or the Chief Administrator when a juvenile exhibits behavior which may be suicidal, homicidal or otherwise extremely inappropriate.
  - 1. During regular business hours:
    - a. Juveniles exhibiting suicidal behavior shall be observed under suicide watch by at least one trained juvenile careworker. This watch shall be on a continuous basis until evaluation can be performed by a mental health professional. Juveniles exhibiting other forms of psychotic or homicidal behavior shall be referred to the facility mental health professional for evaluation and recommendations.
    - b. A professional evaluation shall be performed within 12 hours. Should an evaluation not be possible, a request for emergency transfer to an appropriate facility shall be initiated.
  - 2. If a psychiatric emergency arises after regular business hours, weekends or holidays which is likely to require transfer to an appropriate medical facility for evaluation and/or treatment;
    - a. The Chief Administrator shall be notified of the emergency and may approve a transfer. If the juvenile is approved for transfer, the facility may supply 24-hour a day custody coverage until the juvenile is returned or transferred to another facility.

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MEDICAL AND HEALTH CARE SERVICES	Mental Health Care Program	12.4	Page 3 of 4

- b. The Mental Health Staff shall prepare a written report to be transported with the juvenile. The report shall include:
  - (1) The date, time and nature of the emergency.
  - (2) A description of the juvenile's behavior.
  - (3) Juvenile's current medication.
  - (4) Any other pertinent information.
- c. The Mental Health Staff of the contract facility, or his/her designee, shall be notified of the juvenile's transfer and specific reasons for it.
- 3. Serious suicide attempts shall be treated with first aid by the Medical Staff or health-trained juvenile careworkers.
- 4. Potentially harmful items such as razor blades, belts, matches, pens, pencils, mirrors, glasses and any sharp items shall be removed by juvenile careworkers or Assigned Supervisor from the juvenile's possession and the area in which he/she is placed. Any such action shall be recorded in the log book.
- 5. Written reports of any suicide attempts shall be forwarded to the Assistant Administrator with copies to the Assigned Supervisor and the Chief Administrator.

### E. Recognition of Potential Suicide Cases:

- 1. Severe loss of interest in activities or relationships which juvenile had previously enjoyed or engaged.
- Depressed state, indicated by withdrawal, periods of crying, insomnia, or lethargy (sluggishness, indifference to surroundings).

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MEDICAL AND HEALTH SERVICES	Mental Health Care Program	12.4	Page 4 of 4

- 3. Extreme restlessness pacing up and down in a robot like manner.
- 4. Past history of suicide attempts.
- 5. Active discussion of suicide plans.
- 6. Sudden drastic change in eating or sleeping habits.
- 7. Giving valued possessions away.
- F. Staff Training: In order to maximize the benefits of the mental health services provided for juveniles in custody the staff psychiatrist shall provide training to juvenile careworkers and other staff with direct treatment responsibilities.
- G. Request for Consultation: Upon admission juveniles shall be informed that they may request, of any training school employee, a consultation with either a psychiatrist or psychologist and that such a consultation will be arranged as soon as possible.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter:  MEDICAL AND HEALTH CARE  SERVICES	Related Standards: ACA: 2-9256	
Subject:  Emergency Dental Care		

- I. POLICY: Dental care shall be provided to each juvenile on an emergency basis by a dentist and/or other fully qualified professional authorized to provide care in accordance with state licensing requirements.
- II. DEFINITIONS: None.

- A. Dental Services Offered: Juveniles shall receive immediate attention on an emergency basis and prompt diagnosis and treatment, when informed consent is obtained, shall be arranged.
  - 1. Emergency conditions requiring immediate evaluative treatment may include:
    - a. Bleeding and pain.
    - b. Acute periapical abscess.
    - c. Acute peridonitis.
    - d. Vincents infection.
    - e. Acute gingivitis.
    - f. Acute stomatitis.
    - g. Fractures of teeth.
    - h. Fracture of jaw(s).
    - i. Gaping wounds of lip and/or cheek.

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MEDICAL AND HEALTH CARE SERVICES	Emergency Dental Care	12.5	Page 2 of 2

2. Any staff member who has reason to believe a juvenile is experiencing an emergency condition shall notify the Medical Staff and request instructions. The Medical Staff shall examine the juvenile, evaluate the condition, and make arrangements for appropriate treatment.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2	
Chapter:  MEDICAL AND HEALTH CARE SERVICES	Related Standards:  ACA: 2-9249 through 2-9251		
Subject: Sick Call			

- I. POLICY: Juveniles' medical complaints are monitored and responded to daily by qualified medical staff and referred to a physician when required.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

<u>Sick Call:</u> An organized procedure for determining and treating juvenile health problems.

- A. Facility Staff Assistance: A juvenile careworker shall assist the Medical Staff with control and scheduling of sick call.
- B. Sick Call Log: Daily sick call records listing all juveniles attending sick call, their complaints and the disposition of their cases, shall be maintained by the Medical Staff conducting the daily sick call and/or the assisting juvenile careworkers.
- C. Emergency Sick Call: Daily 24-hour coverage is available at the facility. Any staff member who believes a juvenile is in need of emergency care shall contact a Medical Staff person who will evaluate the complaint and examine the juvenile unless adequate medical information suggests more appropriate action.
- D. Checks by Medical Personnel: For non-emergency medical service, a physician shall be available to each juvenile at least once a week. Juveniles shall be permitted to register a health care complaint and may make a request for medical care at any time.

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MEDICAL AND HEALTH CARE SERVICES	Sick Call	12.6	Page 2 of 2

- E. Restricted Juveniles: Sick call for juveniles restricted or isolated for disciplinary reasons shall be conducted daily following the procedures required by the Medical Staff.
- F. Review: Sick call reviews shall be conducted by a physician on a regular basis. Review shall include:
  - 1. An examination of the log book for sick call.
  - 2. A review of referrals made by the Medical Staff.
  - 3. Oral discussion with the Medical Staff member who conducted the sick call.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3	
Chapter:  MEDICAL AND HEALTH CARE SERVICES	Related Standards:  ACA: 2-9255, 2-9258 - 2-9270		
Subject: Special Health Care Programs	NAC: 4.410		

I. POLICY: A written individual medical treatment plan that includes directions for medical and non-medical personnel, outlining their roles in the care and supervision of these patients, shall be developed by the appropriate physician, dentist or other qualified health practitioner for each juvenile who has special health care needs. The plan shall include a statement of short term and long term medical goals, specific sources of therapy and provisions for referral to supportive and/or rehabilitative services when necessary.

II. DEFINITIONS: None.

- A. Plan Development: The Medical Staff or the attending physician shall develop a written treatment plan for each juvenile who requires a special health care program. Identification of these patients shall be made through staff referral, sick call, physical examination or juvenile self referral.
- B. Convalescent Care: Medical Staff determine the proper medical placement for patients requiring close observation during post-operative recovery or recovery form other illness or injury.
- C. Detoxification and Alcohol or Chemical

  Dependency: Whenever a juvenile is diagnosed as chemically dependent by the Medical Staff, the responsible physician shall develop an individualized treatment program.
  - When detoxification is required, the physician shall consult with Medical Staff for possible placement in an appropriate addiction center.

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MEDICAL AND HEALTH CARE SERVICES	Special Health Care Programs	12.7	Page 2 of 3

- 2. The Medical Staff shall inform the appropriate juvenile careworker and Assigned Supervisors of the diagnosis of chemical dependency.
- 3. The Medical Staff shall refer juvenile patients to the appropriate addiction program for alcohol and drug abuse.
- D. Prenatal and Postnatal Care: A treatment plan which includes any special care; regular medical check ups, special dietary needs or recreational needs, will be developed when a pregnancy has been diagnosed.
- E. Health Education: Programs should be provided through the Medical Staff, teachers and juvenile careworkers for all juveniles on the importance of preventive medicine in developing sound personal health care. These educational programs shall include:
  - 1. Initial admission-orientation sessions.
  - 2. Regular distribution of instructional health materials through internal publications.
  - 3. Educational programming for juveniles including:
    - a. First aid procedures:
    - b. Medical emergency procedures.
    - c. Personal hygiene.
    - d. Self care for chronic illnesses.
    - e. Effects of smoking, drug and alcohol abuse.
    - f. Communicable disease control including tuberculosis and venereal disease.
    - g. Dental hygiene.
    - h. Dangers of self medication.
    - i. Information about the services and facilities available for specific health care problems.

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MEDICAL AND HEALTH CARE SERVICES	Special Health Care Programs	12.7	Page 3 of 3

F. Disabled Juveniles: All disabled and infirm juveniles shall be housed in facilities appropriate to their needs. Every effort shall be made to allow disabled juveniles to participate in regular programming. Any juvenile who is unable to participate in regular programming shall be evaluated for transfer to a more appropriate facility.

## G. Refusal of Admission or Transfer Referral:

- 1. The Chief Administrator reserves the right to refer or transfer a juvenile who because of mental illness, developmental disability, physical condition or need of detoxification services cannot perform adequately in the facility, or who for some other reason is in need of more sophisticated services than are available at the facility.
- 2. Such a determination shall be made after consultation with a physician and with the approval of the Chief Administrator.

  Notification to the court of placement shall be immediate, if possible, and the rationale for the referral or transfer shall be written by the Medical Staff and forwarded to the court immediately following the action by the facility.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter:  MEDICAL AND HEALTH CARE  SERVICES	Related Standards: ACA: 2-9271	
Subject: Prohibition of Medical Experimentation		

- I. <u>PCLJCY</u>: This policy prohibits the use of juveniles for medical, pharmaceutical or cosmetic experiments, undertaken by either medical staff or outside researchers, but does not preclude individual treatment of a juvenile based on his/her need for a specific medical procedure that is not generally available.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Medical Experimentation: All biological experimentation involving juvenile subjects.
  - B. Drug Experimentation: All research involving the testing of drug effectiveness and side effects using juvenile subjects.
- III. PROCEDURES: Any staff member who receives a request for or observes an action which involves, or appears to involve, medical or drug experimentation using juvenile subjects immediately shall report such contact and/or observations to his/her supervisor in writing and forward copies of the report both to the medical Staff and the Chief Administrator.
  - A. The Medical Staff shall permit statistical and management studies involving the study of patient use patterns and management.

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MEDICAL AND HEALTH CARE SERVICES	Prohibition of Medical Experimentation	12.8	Page 2 of 2

B. Psychological and social research may be conducted only as allowed by the regulations governing social science research and with the approval of the Medical Staff and the Chief Administrator.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter:  MEDICAL AND HEALTH CARE  SERVICES	Related Standards: ACA: 2-9268	
Subject: Informed Consent	NAC: 4.2122 ABA: 4.10, 7.6	

- I. POLICY: All informed consent standards in the jurisdiction are observed and documented for medical care. The informed consent of parent, guardian or legal custodian applies when required by law. When health care is rendered against the juvenile's will, it must be in accord with state and federal laws and regulations. Any juvenile desiring medical treatment is accorded the same right to bodily integrity available from a community medical facility.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Informed Consent: Voluntary agreement to a treatment, examination or procedure by the juvenile after the juvenile is informed of the nature, consequences, risks and alternatives of the proposed treatment, examination or procedure.

- A. Explanation of Risk: Prior to initiating a medical procedure the physician or dentist shall explain the procedure, alternatives and risks to the juvenile.
- B. Written Consent: The juvenile shall sign a written consent form authorizing the specific treatment, which will be included in the juveniles' medical record.

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MEDICAL AND HEALTH CARE SERVICES	Informed Consent	12.9	Page 2 of 2

C. Refusal of Treatment: If a juvenile chooses to refuse treatment recommended as necessary by the Medical Staff, a form stating refusal to submit to treatment shall be signed. A Medical Staff member shall witness the form which will be filed in the juvenile's medical record.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter:  MEDICAL AND HEALTH CARE SERVICES	Related Standards: ACA: 2-9252	
Subject:  Notification of Illness or Death		

- I. POLICY: Provisions shall be made for the prompt notification of juveniles' parents/guardians and the responsible agency in case of serious illness, surgery, injury or death.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Coroner: A public officer whose chief duty is to determine, by inquest, the causes of death not obviously due to natural causes.

- A. Communications: In the event of a juvenile's death the following chain of communication shall be initiated:
  - 1. The Medical Staff shall notify the Chief Administrator immediately.
  - 2. The Chief Administrator shall promptly notify the Coroner by telephone.
  - 3. The Chief Administrator or his/her designee shall consult the deceased person's file to notify his/her parents/guardians in person or, if not possible, by telephone.
  - 4. Following proper examination by a physician and consent of the Coroner, the body shall be released to a funeral home as directed by the Office Manager. The funeral home representative shall document receipt of the body.
  - 5. If the death is by suicide, homicide, accident or other suspicious circumstances, the body may not be removed without the permission of the Coroner. In such cases, a post mortem examination shall be requested and an autopsy report forwarded to the Chief Administrator.

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MEDICAL AND HEALTH - CARE SERVICES	Notification of Illness or Death	12.10	Page 2 of 3

- P. <u>Pocumentation of Incident:</u> Records and reports required for all deaths occurring within the facility or on facility property shall meet the following requirements.
  - 1. All staff who possess information about circumstances surrounding the death shall complete a report of incident form.
    - a. Any staff member who was on the scene at the time of an incident leading to or possibly related to the death.
    - b. Any staff member discovering the body.
    - c. Any Medical Staff who attempted lifesaving emergency treatment.
    - d. Any medical staff on the scene at the time during which other staff were undertaking such life-saving measures.
  - 2. All incident reports shall be dated and signed by the documentor and completed as soon as possible following the incident or discovery of the body. Report shall include role, names of other persons on the scene, observations and the timing of events.
  - 3. Where emergency life-saving measures are attempted by Medical Staff, a designated member of the Medical Staff on the scene shall take notes of the procedures used. Containers of any medications used to revive the juvenile as well as specific pieces of equipment used for such life-saving measures must be saved.
- C. Notification of Next of Kin: This shall be accomplished as soon as possible after the physician determines that the patient is either deceased or is in imminent danger of death due to serious illness or injury. Notifying the next of kin shall be conducted in the following manner:
  - 1. Person(s) previously designated by the juvenile shall be informed.

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MEDICAL AND HEALTH CARE SERVICES	Notification of Illness or Death	12.10	Page 3 of 3

- 2. Notification shall be by a person specially trained in crises intervention and counseling.
- 3. The notifier should not include conclusions or opinions based other than on proven fact provided by the attending physician and/or investigating officials.
- 4. Within 24 hours the notifier shall request permission for autopsy and instructions for the disposition of the body.
- 5. The administrative office shall forward a letter to next of kin within one week of juvenile's death or placement upon the critically ill list. This letter shall inform the relative(s) of the nature of the crisis and express appropriate concern for the situation. This letter should discuss disposition of personal assets and/or property, if appropriate, as well as facility policy about medical bills and/or funeral expenses.
- D. Child Abuse Notification: Any person who has reasonable cause to suspect "child abuse or neglect" shall immediately inform the Chief Administrator who will take appropriate action, which includes:
  - 1. Having the juvenile examined by the facility physician who will initiate appropriate care.
  - 2. Notifying parents/guardians.
  - 3. Adhering to local and state laws regarding the reporting and actions that shall be taken.

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Chapter:	Related Standards:	
MEDICAL AND HEALTH CARE SERVICES	ACA: 2-9260 - 2	-9263
Subject:		
Use of Pharmaceutical Products		

- I. POLICY: State and federal regulations relating to the dispensing, distributing and administering of medications shall be followed. Medications shall be distributed or administered only by qualified members of the Medical Staff or by other staff who have been trained and certified in medication administration in accordance with the physician's orders.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Controlled Substances: Any medication requiring a written prescription listing the prescribing physician's or dentist's Drug Enforcement Administration registration number.
  - B. Formulary: A list of medicines with their formulas and directions for compounding them.
  - C. Administering Medication: Providing a single dose of medication to an individual patient by injection, inhalation, ingestion, or other means upon the direction of a medical doctor or dentist.
  - D. Dispensing Medication: The issuance based on a medical doctor's or dentist's prescription or standing order, of one or more single doses of medication by a registered pharmacist (or a medical doctor or dentist acting for his or her own patient) in a suitable container, properly labeled in compliance with law, for subsequent administration.
  - E. Drug: A medication of any chemical compound or narcotic (listed in the United States

    Pharmacopoeia or National Formulary) that may be administered to humans as an aid in the diagnosis, treatment, or prevention of disease or other abnormal condition; for the relief of pain or suffering; or to control or improve any physiologic or pathologic condition.

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MEDICAL AND HEALTH CARE SERVICES	Use of Pharmaceutical Products	12.11	Page	2	of	6

## A. Pharmacy Management:

- 1. The Medical Staff shall require that all pharmacy procedures adhere to applicable state and federal laws and regulations.
- Where prescriptions are generated by contract or consultant health providers, substitutions may be made in accordance with approved guidelines contained in the Central Drug Formulary and approved by the facility's physician.
- B. Prescription Practices: All pharmaceuticals shall be prescribed in accordance with the Central Drug Formulary which governs approved prescription and non-prescription medications. Practices to be followed by the health care staff include:
  - 1. Discouraging the long term use of minor tranquilizers and analgesics subject to abuse unless clinically indicated.
  - 2. Specifying "stop order" time periods for all behavior-modifying medications and other medications subject to abuse. A re-evaluation shall be performed by the facility physician prior to the renewal of such prescriptions.
  - 3. Dispensing psychotropic medications only when clinically indicated. When necessary, the patient shall be referred to the parent agency psychiatrist for an evaluation of the patient's medication needs.
  - 4. Prescribing medications only upon the authorization of the supervising physician. All verbal authorization for prescriptions must be signed by the physician within 24-hours of such authorization.
  - 5. Stimulants, tranquilizers and psychotropic drugs requiring intramuscular administration are prescribed and administered only by a physician for the purpose of therapeutic treatment.

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MEDICAL AND HEALTH CARE SERVICES	Use of Pharmaceutical Products	12.11	Page	3	of	6

- 6. Under no circumstances is a stimulant, tranquilizer or psychotropic drug administered for purposes of experimentation and research.
- 7. All prescriptions shall be signed by a qualified health professional licensed and authorized by the appropriate jurisdiction.

# C. Medication Distribution or Administration:

- 1. No medication is to be administered to any juvenile except:
  - a. On an individual (case-by-case) basis.
  - By single dosage (exception: certain drugs that are allowed to be carried (Nitroglycerine, Cafegot, Ergostat, Inhalants, eye and ear drops).
  - c. At prescribed times.
  - d. By a designated staff member (physician, licensed nursing staff, or by other staff who have been trained in medication administration).
  - e. As authorized by a medical doctor or dentist.
- 2. The administration of all medications shall be recorded on a form approved by the Medical Staff and shall become part of the juvenile's medical record. Each dose shall be documented with the date and time of administration and shall be signed or initialed by the staff member administering it.
- 3. Should a juvenile refuse a prescribed medication, that juvenile shall be required to sign a refusal form approved by the Medical Staff. If the juvenile refuses to sign the form, the form shall be witnessed by a staff person other than the Medical Staff person responsible for administering the medication.

	Chapter	Subject	Policy #		ĺ
1	MEDICAL AND HEALTH - CARE SERVICES	Use of Pharmaceutical Products	12.11	Page 4 of 6	

- 4. Any medication prepared for administration later in the day or by another staff member is to be placed in a container identified with at least:
  - a. The juvenile's name, number, and location.
  - b. The time and date the medication is to be administered.
  - c. All special instructions.
  - d. The name of the person who prepared the medication.

#### D. Security and Storage of Controlled Substances:

- Controlled substances, except for narcotics, methadone and insulin, shall be stored by the Medical Staff in locked containers which are securely fastened to a major structural support, i.e., steel beam, concrete floor.
- 2. All narcotics (methadone and insulin) shall be stored in a safe located in an area unaccessible to juveniles or unauthorized staff. Access shall be limited to pharmacy staff and Medical staff members as authorized by the Chief Administrator.
- 3. Insulin, pre-filled insulin syringes and other medications requiring refrigeration shall be stored by the Medical staff in a locked refrigerator.
- 4. Needles, syringes and over-the-counter drugs shall be stored by the Medical Staff in locked metal containers.
- 5. Over-the-counter medications shall be stored in limited supply in the examination rooms or other areas as authorized in writing by the Medical Staff and the Chief Administrator.
- 6. Each container for dispensed medication is to be labeled by the Medical Staff with at least:
  - a. Name and number of the juvenile.

Chapter	Subject	Policy #			
	Use of Pharmaceutical Products	12.11	<b>Page</b> 5 <b>of</b> 6		

- b. Name of the person who filled and dispensed the prescription.
- c. Name of the medication and directions for its use.
- d. Date of filling and dispensing.
- e. Name and address of the pharmacy or doctor.
- f. Amount dispensed.
- 7. All controlled dangerous substance stock on hand shall be verified at least once a year by a physical inventory by the licensee and the person responsible for its security and recordkeeping. Working stock shall be verified at least monthly or sooner, preferably at each work shift change. Any theft or unexplained loss of a controlled dangerous substance shall be reported immediately to the State Bureau of Narcotics and Dangerous Drugs of the State Department of Health and Human Resources as well as the Chief Administrator and the parent agency.
- F. <u>Inventory</u>: Complete records of controlled substances and related equipment shall be maintained by Medical staff as follows:
  - Narcotics, prescription drugs, needles and syringes shall be inventoried weekly by the Medical Staff.
  - 2. A report of inventory shall be submitted to the Chief Administrator.

Chapter	Subject	Policy #	
MEDICAL AND HEALTH CARE SERVICES	Use of Pharmaceutical Products	12.11	Page 6 of 6

- 3. All prescription drugs, needles and syringes shall be recorded in the medication log, which will serve as a perpetual inventory.
- 4. At least weekly, the Medical Staff shall review the medication logs citing medication received and used.
- 5. All inventories and review of inventories, shall be documented in writing in the medication log with the staff member's signature and date.

Effective Date			Approved By:						
	1111								

# Sample Juvenile Training Schools MEDICATION RECORD

NAME:_					HEALTH P	ROBLEMS:_			
ALLERG							:		·
ON-PR	ESCRIPTI								
ATE	TIME	ITEM	AMOUNT	WHOM	DATE	TIME	ITEM	AMOUNT	WHOM
					<b>_</b>				
					<del>                                     </del>				
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RESCR MEDICA	IPTION						JΔTF		
		· · · · · · · · · · · · · · · · · · ·		TIMES					
			······································						
DATE	TIME	AMOUNT	MHOM	DATE	TIME	AMOUNT	WHOM		
1									
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		<u></u>				<u> </u>			
	<u>IPTION</u>								
MEDICA		· · · · · · · · · · · · · · · · · · ·	<del></del>				_DATE		
TNUO:		· · · · · · · · · · · · · · · · · · ·		TIMES			AMOUNT_	<del></del>	·
ATE	TIME	AMOUNT	MOHW	DATE	TIME	AMOUNT	WHOM		
<del></del>						:			
<del>i-</del>							1		
				1		<del></del>			
COMMEN	TC.			<del></del>					

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter:  MEDICAL AND HEALTH CARE SERVICES	Related Standards:  ACA: 2-9246, 2 2-9265, 2	
Subject:  MEDICAL RECORDS		

- POLICY: A complete health record shall be kept for each juvenile to accurately document all health care services provided to the juvenile at the facility throughout the period of detention. These records, in accordance with parent agency rules relating to security and privacy, shall be retained after a juvenile's release for a period of time sufficient to allow treatment continuity.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Inactive Record: Record of a juvenile who has been
released form the facility.

#### III. PROCEDURES:

- A. Medical Pecords include:
  - 1. The completed receiving screening form.
  - 2. Health appraisal data forms including history of immunizations.
  - All findings, diagnoses, treatments, dispositions.
  - 4. Prescribed medications and their administration.
  - 5. Laboratory, x-ray and diagnostic studies.
  - 6. Signature and title of documentor.
  - 7. Consent and refusal forms.
  - 8. Release of information forms.
  - 9. Place, date and time of health encounters.
  - 10. Health service reports.

Chapter	Subject	Policy #	
MEDICAL AND HEALTH CARE SERVICES	Medical Records	12.12	Page 2 of 3

- 11. Medical treatment plan.
- 12. Progress reports and discharge summary.
- B. Collection and Pecording of Health data: Only qualified facility Medical Staff shall collect and record health history, vital signs and other health appraisal data onto the approved medical record forms.
- C. Storage of Records: The Medical Staff office shall maintain a system for identification and filing which ensures rapid access to each patient's medical record. The facility provides adequate space and equipment for the storage of all medical records in a manner safe from fire and water damage and secure from unauthorized use.
  - 1. The medical records are the responsibility of the Medical Staff who shall control access to the medical reports.
  - 2. Medical records shall be kept in separate locked cabinets located in the medical records section.
  - 3. All inactive medical records which shall be separated from the active records shall be accessible only to those persons approved by the Chief Administrator.
  - 4. Inactive files shall be forwarded to the parent agency storage area after the juvenile's release.

#### D. Confidentiality of Medical Information:

- 1. The active health record shall be maintained separately from the master file.
- Medical records shall be confidential and secure, and shall be safeguarded against loss, defacement, tampering and use by unauthorized persons.

Chapter	Subject	Policy #		
MEDICAL AND HEALTH CARE SERVICES	Medical Records -	12.12	Page 3 of 3	

- 3. Authorized staff shall not discuss any information in medical records with anyone not directly involved in the therapeutic care, treatment, or monitoring of the quality of care.
- 4. An authorization from the Chief Administrator is required for release of medical information to persons not otherwise authorized to receive this information.
- 5. A juvenile requesting his medical record may review it in the presence of Medical Staff.
- E. Transfer of Health Records: Whenever a juvenile is transferred to another residential facility, or health care facility, a summary of the medical record, prepared by Medical Staff, shall accompany the juvenile. Security staff shall notify the Medical Staff at least 24-hours prior to a routine transfer whenever feasible. Any portion of the medical record which reasonably can not be copied at the time of transfer shall be forwarded to the receiving facility within 72 hours. The following information shall accompany all juveniles being transferred:
  - Medication needs during transit.
  - Special medical problems or needs, such as diabetes or epilepsy.
  - 3. Psychiatric problems, especially suicidal tendencies.
  - 4. Handicaps which may require special procedures during transportation.

Estrative Date		Approved By:			

## Sample Juvenile Training Schools

### JUVENILE PHYSICAL FORM

					Date:	
Physical Provided By Medical Doctor.	Public H	ealth	Nurse,	Physican	Assistant o	or
Name:						
Height	Weight			Tempe	rature	
BP(R)						
HGB			U	Α		
Tine Test			Res	sults		
Chief Complaint:						
General Appearance:						
Skin						·
Hair & Nails						
Head & Face				Neck		
Eyes						
Correct	'			Last E	ye Exam	
Ears		,				
Mouth & Pharynx						
Chest & Back					,	
Lungs						
Cardiovascular						
GI & GU_						
Extremities			Ne u	rological		

### Sample Juvenile Training Schools

GENERAL MEDICAL INFORMATION:	
Name(Last, First, M.I.)	D.O.BMF
Address	Telephone
Parent or Guardian/Relationship	
	Telephone
Family Physician	Date of Last Physical
Allergies	Special Diet
	Reason
	illness, or abuse?
Family History: (if deceased	state age and cause of death)
	Illnesses
	Illnesses
	Illnesses
	Illnesses
	fit by a nurse coming to their home?
If so, why?	
Family History: cont. (indica	to relationshins)
Diabetes	
Cancer_	
Montal Illnoss	Tuberculosis
Have you presided all your day.	Other
nave you received all your immu	nizations?

<sup>\*</sup>Side Effects of Medication:

Sample .	Juvenile	Training	Schools
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Name:	 	·	 	
Date:				

#### Medical Confidential

### HEALTH HISTORY

UANE VOU EVEDS	YES	ΝО	DO YOU?	YES	NO	,
HAVE YOU EVER? Lived with anyone who had TB	1 5 3	110	Wear glasses or contact lenses	163	N	<u> </u>
Coughed up blood			Have vision in both eyes	<del></del>	<u> </u>	
Bled excessively after injury			Wear a brace or back support		<del> </del>	
Attempted suicide			wear a brace or back support		<del>}</del>	··
HAVE YOU EVER HAD OR			HAVE YOU EVER HAD OR		<del>                                     </del>	DONLT
HAVE YOU NOW	YES	NO ?	HAVE YOU NOW?	YES	NO	DON'T
Asthma	115311	<u> </u>	Night Sweats	1 2 3	110	KNUW
Tuberculosis	<del>  -</del>		Tumors, Cysts or Growths		<del>                                     </del>	
Cancer or Tumor	<del> </del>					
Diabetes	╂		Cramps in your Legs			
	+	<del></del>	Rupture or Hernia Recent Pain or loss of Weight		1	
Emphysema Ear, Nose or Throat Trouble	<del>  -</del>					
Hearing Loss	<del>  -</del>		Frequent indigestion Stomach Trouble or Ulcer		┼╌┤	
Chronic or Frequent Colds	<del>  -</del>		Hepatitis or Jaundice		╀╌╌┨	
Hay Fever	<del>  -</del>	<del></del>	Gall Bladder Trouble			
Severe Tooth or Gum Trouble	┼╼╼┼╸				-	
Shortness of Breath	<del>  -</del>	_	Hemorrhoids or Rectal Trouble Head injuries		$\vdash$	
High Blood Pressure	+			ļ	-	
	┼┼-		Epilepsy or Seizures	[		
Pain or Pressure in Heart	<del>  -</del>		Frequent or Severe Headaches	<u> </u>		
Pounding Heart	<del> </del>		Loss of Memory or Amnesia	<b>}</b>	<del>                                     </del>	
Arthritis or Bursitis	╂		Periods of Unconsciousness	<del></del>		
Fractures (Broken Bones)	╂╌╌┼		Paralysis, Numbness, Weakness			
Bone, Joint or Other Deformity	1		Dizziness, Fainting Spells		-	
Painful or Trick Shoulder	<del>  -</del>		Nervous Problem of Any Type	<u> </u>	$\vdash$	
Foot Trouble	╁╼╼╁╴		Alcoholism	<u> </u>		
Recurrent Back Trouble	+		Syphilis, Gonorrhea	<b></b>		
Swollen or Painful Joints			Drug Allergies		1_	
Kidney Trouble			Lumps, Pain, Discharge on Breast	<del> </del>	ļ	
Frequent or Painful Urination	<del>   </del> -		Change in Menstrual Pattern	<u> </u>		
Blood in Urine	<del>                                     </del>		Pregnancy/Abortion/Miscarriage		1	
Recurrent Infections	<del>  -</del>		Treated for Female Disorder		-	
Rheumatic Fever	<del></del>		Thyroid Trouble		1	
YOUR PRESENT DOCTOR'S NAME (Ad	dres	s /	Have you ever been a patient or	rece	ive	e d
	ione)		treatment in a hospital? (surge)	·v.ir	iju	rv)
			State where, when, why & address			
Have you ever been treated for	a m	ental	Have you ever taken n'arcotics? (		/es	·
condition? (If yes, state reas			state what kind, when you last			
give details)		<b>-</b>	and if you are in a treatment pr			
Highest level of education ( )	ears	Υ .	Additional Remarks (use reverse	5)(	le i	
Have you ever been incarcerate			1	' '	-,	
facility before? (If so, when		<b>.</b>				
The state of the s	,					





# Sample Juvenile Training Schools AUTHORIZATION FOR EMERGENCY MEDICAL CARE

I,, hereby grant permission to
to take whatever measures are
necessary to provide hospitalization and medical care, including
surgery, in case of emergency, for
This authorization is valid only in situations requiring
emergency medical care as directed by a qualified physician, and
after reasonable effort has been made to contact the parent, guardian
or custodian in order to obtain consent to the specific medical
procedures recommended by the physician.
This authorization is not be construed as covering non-emergency
surgery or hospitalization for which my specific consent must first
be obtained.
Signed
Signed
Date
Witness

## Sample Juvenile Training Schools

	M	edical Record Cha	arges		?age Of
Name-		Date Admitted	•	Time-	
County		Date Released-	*	Time-	
Item Date	D	escription		Jnit Cost	Total Cost
Length of Stay	Total	Days-	Per Diem-	•	-
Medical Examination —	Center	Prof. Build.	Hospital	Other	
Medication		Name	Rx.	No.	
Laboratory Tests					
Psychological					
Other					
Medical Authorization			ling Authorizat	ion:	Total Cost

# Sample Juvenile Training Schools AUTHORIZATION FOR EMERGENCY MEDICAL CARE

, hereby grant permission to
to take whatever measures are
n and medical care, including
y in situations requiring
by a qualified physician, and
de to contact the parent, guardian
sent to the specific medical
cian.
nstrued as covering non-emergency
n my specific consent must first
Signed
Signed
Date
Witness

# Sample Juvenile Training Schools PROGRESS RECORD

Name:			
DATE	COMPLAINT	TREATMENT	INITIALS OF MEDICAL STAFF
er en			
·			
:			
1			
<del></del>	<del></del>	<del></del>	<del> </del>

#### CHAPTER 13

#### JUVENILE RIGHTS

#### COMMENTARY

This chapter encompasses

American Corectional Association Standards 2-9273 through 2-9281, 2-983 through 2-985, 2-9288

National Advisory Committee Standards 3.191, 3.192, 4.41 through 4.45, 4.48, 4.81, 4.82

American Bar association Standards 4.5

Theese standards are designed to establish certain basic conditions which should be provided for all detained juveniles.

Topics presented here as juvenile rights are regularly the theme of litigation and grievance actions. All policies on juvenile rights should be carefully and thoroughly reviewed by any user who is establishing state and local related policy, to ensure compliance with state and local legislation and court rulings.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter:  JUVENILES RIGHTS	Related Standards: ACA: 2-9273 -	2-9279, 2-9280
Subject:  Legal Rights of Juveniles	NAC: 3.191, 3. 4.44 ABA: 4.5	192, 4.41,

- I. POLICY: All juveniles will be protected from discrimination based on race, national origin, color, creed, sex, physical handicap or political beliefs and will have equal access to programs and activities. They will be assured that seeking judicial relief will not be met with reprisal or penalty and will have uncensored, confidential contact by telephone, in writing, or in persor with their legal representative.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

<u>Legal Representative</u>: Assigned or retained attorney at law.

#### III. PROCEDURES:

A. Juveniles Without an Assigned or Privately Retained Attorney:

The Assigned Supervisor or juvenile careworkers may inform juveniles of legal resources available to them but at no time are they to engage in conversation which might in any way be construed as offering legal advice regarding the juvenile's case and under no circumstances should staff question juveniles regarding alleged offenses.

- B. Communication by Phone with Legal Representatives:
  - 1. Limitations: Calls are usually limited to once a day to avoid unnecessary intrusion upon the legal representative and facility staff. However, if a juvenile indicates important information needs the prompt attention of his legal representative the call will be placed.

Chapter	Subject	Policy #	
JUVENILE RIGHTS	Legal Rights of Juveniles	13.1	Page 2 of 2

2. During Regular Business Hours: Upon request, from a juvenile the juvenile careworker shall contact an attorney by phone. If the attorney is not available a message will be left to return the call.

#### C. Written Communication with Legal Representative:

- 1. A juvenile's written or dictated message will be mailed or distributed to the juvenile's legal representative by the Shift Supervisor or juvenile careworker.
- Outgoing written or dictated messages will be uncensored. Dictated messages will not be censored, and will not be opened once the message has been completed for delivery.
- 3. Mail from the court or other legal authority will be opened in the presence of staff to be monitored for contraband.

## D. <u>Visits/In-Person Communication with Legal</u> Representative:

Except in an emergency a juvenile's legal representative may visit during regular business hours. If a juvenile requests a visit with legal representative a juvenile careworker will see that the request is relayed.

Estrative Date	Approved By:

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2
Chapter:  JUVENILES RIGHTS	Related Standards:  ACA: 2-9273 - 2	2-9279, 2-9280
Subject:  Legal Rights of Juveniles	NAC: 3.191, 3.4.44 ABA: 4.5	192, 4.41,

- I. PCLICY: All juveniles will be protected from discrimination based on race, national origin, color, creed, sex, physical handicap or political beliefs and will have equal access to programs and activities. They will be assured that seeking judicial relief will not be met with reprisal or penalty and will have uncensored, confidential contact by telephone, in writing, or in persor with their legal representative.
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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 4	
Chapter:  JUVENILES RIGHTS	Related Standards:  ACA: 2-9274, 2-9277, 2-9278, 2-9281 - 2-9283, 2-9285 2-9288  NAC: 4.41 through 4.45, 4.48		
Subject:			
Environmental & Programmatic Rights of Juveniles	ABA: 4.5		

I. POLICY: All juveniles in secure residential care have certain rights and responsibilities that must be recognized. These are clearly defined and both juveniles and staff shall be familiar with them. Complaints of abridgment of the rights set forth below shall be subject to the grievance process and juveniles who do not accept those responsibilities (which would result in rule violation) are subject to disciplinary process.

#### A. Juvenile Rights:

- Juveniles have the right to expect that they
  will be treated respectfully, impartially and
  fairly, and will be addressed by name in a
  dignified conversational form.
- 2. Juveniles have the right to be informed of the rules, procedures and schedules concerning the operation of the facility.
- 3. Juveniles have the right to not be subjected to corporal punishment, harassment, intimidation, threats, harm, assault, humiliation or interference with the normal bodily functions of eating, sleeping, or bathroom functions by any other juvenile or staff person. They will be under the supervision and control of trained staff and/or trained volunteers only.
- 4. Juveniles have the right not to be discriminated against because of race, national origin, color, creed, sex or physical handicap.



Chapter	Subject	Policy #	
JUVENILES RIGHTS	Environmental & Pro- grammatic Rights of - Juveniles	13.2	Page 2 of <sup>3</sup>

- 5. Juveniles have the right to participate in religious services and religious counseling on a voluntary basis, subject only to the limitation necessary to maintain order and security. They will have access to clergy, spiritual advisors, publications and related services which allow them to adhere to their religious practices.
- 6. Juveniles have the right to nutritious meals, proper bedding and clean clothing, daily showers, toilet facilities, adequate lighting, proper ventilation for warmth and fresh air and an overall safe environment maintained in compliance with state and local fire and safety laws and regulations.
- 7. Juveniles have the right to appropriate medical and dental treatment.
- 8. Juveniles have the right to have regular visits with family and the right to send and receive mail. Juveniles also have a right to uncensored and uninspected outgoing mail. Incoming mail will be checked by staff in their presence and any limitation imposed will be necessary to maintain order and security.
- 9. Juveniles have the right to wear personal clothing or wear combinations of their own and facility clothing. This choice is limited only by facility requirements for safety, security, identification and hygiene.
- 10. Juveniles have the right to wear their hair and facial hair in any style they choose as long as it does not pose any health and safety problem.
- 11. Juveniles have the right to the possession of items of jewelry that could not be used to inflict bodily harm. Any limitations imposed will be to maintain safety, security and order.

Chapter	Subject	Policy #		W		
JUVENILES RIGHTS	Environmental & Pro- grammatic Rights of Juveniles	13.2	Page	3	of	4

- 12. Suveniles have the right to participate in programs in the facility, subject to state and local laws concerning education.
- 13. Juveniles have the right to participate in both indeer and outdoor recreation.
- 14. Juveriles have the right to not participate in uncompensated work assignments unless the work is related to housekeeping or maintenance of facility, community service work, or personal hygienic needs.
- 15. Juveniles have the right to report any problems or complaints they have while in the facility without any fear of punishment.
- 16. Juveniles have the right to appeal any disciplinary measure taken against them for the violation of a facility rule and have the right to have a response to the appeal in accordance with the appeal procedures.
- P. Responsibilities: Guidelines clearly establish expectations and require the acceptance of certain basic responsibilities.
  - 1. Juveniles have the responsibility of following the rules, procedures, schedules and directions of staff while in the facility.
  - 2. Juveniles have the responsibility of not discriminating against other juveniles or staff, or not using language or behavior in a manner which would imply prejudice or discrimination.
  - 3. Juveniles have the responsibility of helping to clean and maintain living quarters.
  - 4. Juveniles have the responsibility of asking for medical and dental care when they need it.
  - 5. Juveniles have the responsibility of conducting themselves properly during visits, and of not accepting or passing contraband, and not violating the law through the mail.



Chapter	Subject	Policy #	
	Environmental & Pro-		
JUVENILES RIGHTS	grammatic Rights of Juveniles	13.2	Page 4 of 4

- 6. Juveniles have the responsibility of maintaining their clothes in a clean and odor free condition. It is also their responsibility to keep hair clean. Hair care services are available to them on a regular basis.
- 7. Juveniles have the responsibility of reporting any infringement of their rights to staff members of the facility.
- 8. Juveniles have the responsibility of following the grievance procedures in making any complaint and of reporting to facility supervisors any action taken against them by other juveniles or staff because of their complaint.
- 9. Juveniles have the responsibility of starting an appeal and using the appeal procedures for any disciplinary action they feel resulted in their being treated unfairly.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Discrimination: An abridgement of rights based upon a person's race, religion, color, sex, age national origin, or handicap.

III. PROCEDURES: Specific procedures to fulfill the above requirements are detailed in other chapters of this publication. To assure compliance with the Juvenile Rights policy's intent, refer to chapters listed below.

Chapter	7	Physical Plant
Chapter	8	Safety and Emergency Procedures
Chapter	9	Security and Control
Chapter	1.0	Food Services
Chapter	11	Sanitation and Hygiene
Chapter	12	Medical and Health Care Services
Chapter	14	Rules and Discipline
Charter	7.5	Communication, Mail. Visiting and Telephone

Estective Date	Approved By:		
'			

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter: JUVENILES RIGHTS	Related Standards:  ACA: 2-9284	
Subject: Juvenile Access to the News Media		

- I. POLICY: Juveniles shall have reasonable access to the general public through news media, subject to the limitations necessary to maintain order and security, as well as to protect their rights.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Representatives of the News Media: Persons whose principal employment is to gather or report news for a newspaper, magazine, news service, or a radio or television news program.

#### III. PROCFDUPES:

- A. News Media Pequests: A news media representative who wishes to visit or conduct an interview must make application to the Chief Administrator. Prior to approval, the news media must agree to abide by all the rules and regulations of the facility.
  - A request for interview may be denied if written consent has not been obtained from the juvenile's parent or guardian and legal representative.
  - 2. A juvenile is not to be personally identified in an interview either by:
    - a. Identifiable descriptions.
    - b. Photographing or filming which might reveal the identity of the juvenile.

#### E. Facility Visits:

1. All media representatives shall make advance arrangements for visits.



Chapter	Subject	Policy #	
JUVENILES RIGHTS	Juvenile Access to the News Media	13.2	Page 2 of 3

- 2. Media representatives may photograph programs and activities in the facility and meet the juveniles involved.
- 3. Use of a juvenile's name and identifiable photographs or voice recordings is strictly prohibited at all times.
- 4. The Chief Administrator may suspend media visits during a facility emergency.
- 5. A juvenile placed in secure residential care may not act as a reporter or publish under a byline.
- C. <u>Personal Interviews</u>: Personal interviews with juveniles shall be conducted within the framework above, and in addition:
  - 1. A juvenile may not receive compensation or anything of value for an interview.
  - 2. Either a juvenile or a media representative may initiate a request for a personal interview.
  - 3. The Chief Administrator or his/her designee shall notify a juvenile, and/or the juvenile's parents/guardian of any request and shall, as a prerequisite, obtain written consent from the juvenile, and/or parents/guardian prior to the interview.
  - 4. The Chief Administrator shall approve or disapprove an interview request within 2 working days after the consent form is received by the Chief Administrator.
  - 5. Any disapproval shall be documented. A denial may be given for any of the following reasons:
    - a. Refusal or failure to adhere to any of the forgoing conditions.
    - b. The juvenile is physically or mentally unable to participate. This must be substantiated by the Medical Staff in writing and a copy placed in the juvenile's record.

Chapter	Subject	Policy #	
JUVENILES RIGHTS	Juvenile Access to the News Media	13.3	Page 3 of 3

- o. The written consent of the juvenile, ard/or juvenile's parent or guardian, is not completed.
- d. The interview, in the opinion of the Chief Administrator, would endanger the health or safety of the interviewer or would adversely affect the order of the facility.
- e. The juvenile is involved in a pending court action and the court, having jurisdiction, has issued an order forbidding such interviews.
- f. The juvenile is a "protection" case and notice of his whereabouts would endanger the juvenile's safety.

Effective Date		Approved By:

### Sample Juvenile Training Schools

# MEDIA ACCESS TO JUVENILE CONSENT FORM

authorization of an interview and limited photographing of me
additional of all miles and miles a broad abunding of me
of (name of interviewer) (name of employer)
on at (Sample Juvenile Training School (date(s))
This consent is subject to the absolute conditions that:
My identity will be kept confidential and will not be revealed to the interviewer, to those associated with the interviewer, or to those who will see, hear or read any product of the interview.
2. No photographing or filming will be allowed that could remy identity.
my Identity.
<ol> <li>I may refuse to participate in or continue to participate the interview and/or filming at any time.</li> </ol>
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3. I may refuse to participate in or continue to participate the interview and/or filming at any time.  (date) (signature)  TO BE SIGNED BY THE DIRECTOR  I certify that I read the above information to (name of juven: and witnessed his/her signature.  (date) (signature)



### Sample Juvenile Training School

The (Samp	le Juvenile Training School) authorizes
	name of
	, representing
indivi	dual name of employer or representing
To the (J	uvenile) under the care of (Sample Juvenile Training Schools):
Acces	ss is authorized subject to the following conditions:
11000	bo to addictized odbject to the fortowing constitutions.
(1)	Any juvenile interviewed may refuse to participate in the interview at any time; and
(2)	agrees not to reveal either identifiable descriptions or the identity of any Juvenile interviewed; and
(3)	No photographs or filming will be dome which, when developed, might reveal the identity of the Juvenile so photographed or filmed; and
(4)	Should the identity of any Juvenile interviewed be revealed to any person or persons associated with they will not disclose that
	identity; and
(5)	agrees that the work product of the interview will not contain any information which would lead to the identification of the Juvenile interviewed.
Date	
	Director
I, _	representing cept authorization to interview Juveniles under the care of
	uvenile Training Schools) pursuant to the terms and conditions above, and agree to comply with those terms and conditions.
Signature	of Individual Applicant
Title	

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 7
Chapter: JUVENILES RIGHTS	Related Standards: ACA: 2-9276	
Subject:  Juvenile Grievance Procedure/ Juvenile Advocacy/Ombudsperson	NAC: 4.81, 4.	82

- I. POLICY: Upon admission, juveniles shall be informed of their right to grieve, any circumstance, behavior or disciplinary action of staff or other juveniles.

  Grievances that have not been resolved informally through discussion with individual staff members shall be filed according to the procedures outlined below. All grievances shall be handled expeditiously and without threats of or reprisals against the individual grievant.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Grievarce: A circumstance or action considered to be unjust and grounds for complaint or resentment.
  - B. Ombudsperson: A professional person, familiar with the system, who has substantial experience in juvenile law, youth services and investigation.

#### III. PROCEDURES:

A. Informal Resolution: The juvenile should first try to resolve a grievance against a staff member informally by discussing the problem with facility staff. Staff shall be available to discuss such complaints. If informal resolution can not be made, the juvenile should complete a grievance request and submit it to the Assigned Supervisor. If assistance is needed to complete or make delivery of the grievance request, a juvenile careworker or volunteer staff member should be asked. Upon request, the juvenile careworker should also submit the grievance request to the Assigned Supervisor.

#### B. Grievance Process:

 A juvenile may select a representative or spokesperson from the staff, volunteers, legal community or juvenile population at any time during the grievance process.



Chapter	Subject	Policy #	
JUVENILES RIGHTS	Juvenile Grievance Procedure/Juvenile Advocacy/Ombudsperson	13.4	Page 2 of 7

- 2. No reprisals shall be taken against anyone using or participating in this process.
- 3. Reasonably brief time limits shall be established and all responses to a grievance shall be in writing. Failure to respond within the required time limit entitles the juvenile to proceed to the next level of review.
- 4. A juvenile with an emergency grievance (isolation, lack of essential medical care) shall receive action which can provide immediate redress.
- 5. The grievance procedure itself will be used to determine whether a specific complaint falls within the jurisdiction of grievance procedures.
- 6. The Chief Administrator must be notified immediately of grievance requests against staff members. The Assistant Administrator must be notified immediately of all grievance requests against other juveniles.

#### C. Filing a Formal Grievance:

- 1. Availability of forms: Juveniles will have full access to forms.
- 2. Content of forms: The forms shall contain the name of the juvenile, the date, person or policy grieved, and the nature of the grievance.
- 3. Submitting the forms: Grievance forms should be submitted to the Assigned Supervisor. He/she will notify both the Assistant Administrator and the Chief Administrator. If a juvenile cannot gain direct access to the Assigned Supervisor, a juvenile careworker will make the delivery.

## D. First Level: Hearing by Review Committee or Person:

1. Time Limits: The review authority shall convene within three working days of the report. Findings shall be submitted in writing to both the juvenile and the Chief Administrator within three additional days. Emergency grievances, however, will be reviewed during the next shift.

Chapter	Subject	Policy #	
JUVENILES RIGHTS	Juvenile Grievance Procedure/Juvenile Advocacy/Ombudsperson	13.4	Page 3 of 7

- 2. Conduct of the hearing: At the hearing the juvenile may relate his/her side of the story, call witnesses and question facts presented. Recommendations of the committee may include:
  - a. The transfer of the juvenile to another section.
  - b. Disciplinary action against the staff member or juvenile responsible for the behavior that is grieved.
  - c. Further investigation.
  - d. Changes in policies or procedures, or any and all of the above.

#### E. Second Level: Authority Review:

- 1. The findings of the review authority may be appealed to the Chief Administrator or in his absence, the Assistant Chief Administrator.
- 2. The Chief Administrator shall review the matter within three working days of receiving the review authority report, and submit his findings in a written report to the juvenile within three additional working days.

# F. Third Level: Independent Peview by Appeal Authority:

The findings of the Chief Administrator may be appealed to an independent appeal board, whose decision is final.

Chapter	Subject	Policy #	
JUVENILES RIGHTS	Juvenile Grievance Procedure/Juvenile Advocacy/Ombudsperson	13.4	Page 4 of 7

#### G. Juvenile Advocacy/Ombudsperson Program:

- 1. Rationale: The role of the Ombudsperson encompasses more than the formal facility grievance procedure. This office:
  - a. Facilities a flow of information to groups outside the agency.
  - b. Provides a perspective of juveniles' needs and programs different from that of staff.
  - c. Provides an on-going evaluation mechanism which monitors the quality of life issues in the facility.
  - d. Offers statutory protection for any statements made to the Ombudsperson.
- 2. <u>Duties of Ombudsperson</u>: An ombudsperson may:
  - a. Investigate matters not raised in facility grievance procedures.
  - b. Initiate an investigation even when a juvenile has not made (or does not want to make) a formal complaint.
  - c. Investigate matters not appropriate for a facility grievance procedure such as:
    - (1) Malfeasance by facility administration.
    - (2) Quality of treatment.
    - (3) Compliance with state laws requiring specific standards for programs and supervision.

Спарсег	Subject	Policy #	
JUVENILES RIGHTS	Juvenile Grievance Procedure/Juvenile Advocacy/Ombudsperson	13.4	Page 5 of 7

#### 3. Proceduces:

- a. Any juvenile, parent of juvenile, attorney, staff member of facility volunteer may initiate the ombudsperson process. The grievance must be submitted within three working days of the action or incident involved unless there is good reason, acceptable to the ombudsperson, for the delay in reporting.
- b. The grievant or representative may contact the ombudsperson in person, by telephone or by written message. Grievance boxes shall be placed in areas accessible to juveniles.
- c. On receiving a grievance the ombudsperson shall meet with the juvenile as soon as possible and shall determine the merit of the complaint based on the juvenile's presentation. If the complaint is not found meritorious, the ombudsperson shall inform the juvenile, in writing, explaining his/her reasons for that choice. If the juvenile agrees with the conclusion, he/she shall sign a statement to that effect. Both the grievance and the signed statement shall be kept in the juvenile's file.
- d. If the complaint has merit, the ombudsperson shall arrange to contact and interview all parties either collectively or individually within four working days.
- e. If the juvenile is due to be released within the four working days, the ombudsperson must contact all parties within one working day (unless a party is unavailable).
- f. If the juvenile leaves the facility, the ombudsperson shall continue to complete the investigation.

Chapter	Subject	Policy #	
JUVENILES RIGHTS	Juvenile Grievance Procedure/Juvenile Advocacy/Ombudsperson	13.4	Page 6 of 7

- on. Ifter completing all interviews, the ombudsperson shall prepare a factual report paraphrasing all relevant information received during investigation. All exhibits, that is, signed statements from the alleged victim or alleged wrong-doer, eye-witness accounts and copies of relevant medical reports shall be attached to the final report.
- h. The ombudsperson shall send the completed report to the Chief Administrator of the facility, the parent agency or an independent review board who will assist in resolving problems.
- i. If a staff member is found in violation of any youth's rights, the parent agency after having been advised by the review board shall determine the appropriate staff (a reprimand) disciplinary action ranging from to termination.
- H. Civil Action Resulting From a Grievance: If a juvenile believes that, after the appeal or ombudsperson process is exhausted, his/her civil rights have been violated, or are still in jeopardy, he/she shall not be prevented or restrained from filing a law suit to address grievances.
- I. <u>Evaluation</u>: The Assistant Administrator will assess the grievance procedure as part of a progress report submitted to the parent agency.

Chapter	Subject	Policy #	
JUVENILES RIGHTS	Juvenile Grievance Procedure/Juvenile Advocacy/Ombudsperson	13.4	Page 7 of 7

#### This assessment will include:

- 1. The number of juveniles using the procedure.
- 2. Any clarification or changes in policies and procedures which have resulted from the use of grievance procedures.
- 3. Recommendations for improving the procedure.

Estective Date	Approved By:



# SAMPLE JUVENILE TRAINING SCHOOLS OMBUDSPERSON INITIAL REPORT

	Resident	Attorney	Parent	Staff	Other	Institution:	
E	S Box Verbal					Date Received:	
P	U				1	Date Received:	
O R	R					Box location:	
T	E						
:	Date	Time		Place		UIR (	(Attach)
N	Complainant:						
C	Others involved	1:					
D E		.•					
N	What happened?						
T							
-	Conducted by:				Date	: • · · · · · · · · · · · · · · · · · ·	
T	Summary of Resi	dent's Stater	ment:				
E							
R V							
I							
E W							
			·			·	
	TYPE OF C	OMPLAINT				SUBSTANTIATION	1
s s	Existence of Po	olicy			Frivolous	Believable, but	Probab
E	Application of Behavior and Ac	Policy				no extrinsic evidence	caus
s s	Unfair treat	ment	Loyees			evidence	<del> </del>
M	Physical Abu		13				
E	Behavior and Ac Living environs	ent of condi	ions		<del></del>		ــــــــــــــــــــــــــــــــــــــ
N	D	istance			Would me	diation be practica	11?
1 1	Request for Ass						
	Other				Who shou	ild participate?	
1	Other				Who shou	ald participate?	
1	Other				Who shou	eld participate?	
	Other  Action taken by		ff:		Who shou	ild participate?	
E	Other		ff:		Who shou	eld participate?	
	Other		ff:		Who shou	ild participate?	
E S O L	Other		ff:		Who shou	dd participate?	
S O L U	Other  Action taken by	Project sta	ff:		Who shou	ild participate?	
S O L U T	Other	Project sta	ff:		Who shou	ild participate?	
S S O L U T I	Other  Action taken by	Project sta	ff:		Who shou	ild participate?	
E S O L U T	Other  Action taken by	Project sta	ff:		Who shou	dd participate?	
E S O L U T I	Other  Action taken by  Was resolution	Project sta	ff:		Who shou	ild participate?	
E S O L U T I	Other  Action taken by  Was resolution	Project sta	ff:		Who shou	ild participate?	

#### SAMPLE JUVENILE TRAINING SCHOOLS

## Juvenile's Ideas, Suggestions or Grievance Form

Name	tana kacamatan kacam	Date Submitted		
If you have an idea, suggestion or grievance that you want a Supervisor, Program Director or Administrator to address, please fill out the form in the appropriate place, give it to a Supervisor and you will receive an answer as soon as possible. If your grievance is something that needs to be resolved immediately, the on-duty Supervisor will respond to it with a workable solution. If it is something that cannot be dealt with immediately it will be discussed at the next Supervisor's Heeting which is held every Wednesday at 3:00 PM. In any event you will receive an answer to your problem or idea as soon as it can be thought through and a solution worked out.				
Ideas, Suggestion or Grievance (Plea	se Be Specific)			
	Signature	Date		
Response				
	Signature	Date		

### SAMPLE JUVENILE TRAINING SCHOOLS

#### JUVENILE GRIEVANCE PROCEDURE

If you have a complaint or grievance, please follow the steps given below and give the completed report to the juvenile careworker on duty. The juvenile careworker must give the report to his or her shift supervisor. All written grievances will be answered. This does not mean we will agree or disagree with them. Corrective action will be taken if your situation requires it.

1. Write down, in your own words, what you think the problem is and why it happened.

2. Write down why you think what happened is unfair.

3. Write down what you think should be done to prevent it from happening again.

SIGNATURE

#### CHAPTER 14

#### RULES AND DISCIPLINE

#### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-9289 through 2-9295, 2-9299, 2-9300 through 2-9316

National Advisory Committee Standards 4.47, 4.51 through 4.54

American Bar Association Standards 8.7

Prior to implementing policies or procedures based on these samples, local counsel in the facility's jurisdiction must be consulted to determine compliance with state and local regulations.

Information from many sources was evaluated and used in an effort to present samples complying with ACA standards and current judicial rulings. No section of this publication is more consistently the subject of juvenile grievance and litigation than rules discipline.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 6
Chapter:	Related Standards:	
RULES ADN DISCIPLINE	ACA: 2-9289, 2-9290, 2-9291 2-9314, 2-9316	
Subject:	NAC: 4.47, 4.5	1 through 4.54
Rules and Regulations		

- J. POLICY: Rules of conduct as well as the penalties that may be imposed are included in the Juvenile Rule

  Book and shall be used as a guideline for both juveniles and staff.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Physical Restraint: Actual holding of a juvenile.
  - B. Room Restrictions: Remaining in a room, at the request of a staff member, until given permission to leave.

- A. Rule Rook Distribution, Interpretation and Translation:
  - 1. A copy of the <u>Juvenile Rule Book</u>, containing chargeable offenses and the penalties and disciplinary procedures that may be imposed, will be given to each juvenile upon admission.
  - 2. Arrangements will be made by the Assigned Supervisor for translation when a juvenile speaks another language or interpretation if a juvenile has a problem with reading or understanding any portion of the rule book.
- B. Staff Training: All staff members will be given a copy of the Juvenile Rule Book. Staff that have direct contact with juveniles will receive at least two hours of in-service training annually to ensure familiarity with the rules, sanctions available and the rationale for the rules.

Chapter	Subject	Policy #	
RULES AND DISCIPLINE	Rules and Regulations .	14.1	Page 2 of 6

- C. Offense Priority: Prior to initiating a report or a disciplinary action, careful attention should be given to the rule book in determining the seriousness of the misbehavior. Fifteen examples are:
  - 1. Horseplay: However, it is important that the staff member knows the difference between two juveniles who are simply playing around and two who are attempting to cover up a more serious problem.
  - 2. Out of Assigned Area: This could be an absence in the classroom or from the location of an assigned errand. It is an issue of intent. In most cases this is a relatively minor offense when considered on a one time basis.
  - 3. Failure to Carry Out Assignment: The frequency with which this behavior repeats itself determines the seriousness.
  - 4. Aggravating or Harassing Others: This could cover such areas as language, making fun of, or in any other way holding a peer up to ridicule.
  - 5. Verbally Disrespectful: This must be confronted and could conceivably be considered for disciplinary action, but it is not considered to be uncontrolled behavior.
  - 6. Destruction of Property: The seriousness will be affected by the degree of destruction and the value of the property destroyed. Staff must always distinguish between intentional and accidental destruction.
  - 7. Stealing: The seriousness will be affected by the value of what is stolen.
  - 8. Sex Offense: Would involve voluntary participation. It does not include a forced encounter. Once force is used, the offense becomes assault, and is of a much more serious nature.

Chapter	Subject	Policy #		
RULES AND DISCIPLINE	Rules and Regulations ~	14.1	Page 3	of 6

- 5. Disobeying a Direct Order: Refusal to stop or refusing to initiate a particular behavior or activity ordered by a staff member is considered an offense.
- 10. Intimidation or Threatening: Intimidation and threatening another person must be considered a serious offense warranting significant consequences.
- 11. Possession of Contraband: Possession of any item that can be used as a weapon or for purposes of escape (matches, alcohol and drugs or money) or has not been specifically authorized is considered a serious offense.
- 12. Verbally Uncontrolled: This is a situation in which a juvenile is cursing, threatening, and, after being warned to cease, has refused to do so.
- 13. A.W.O.L. or Escape: This is a law violation and would warrant placement of charges with the court. An attempted escape warrants immediate room placement.
- 14. Fighting: Any physical violence should be considered one of the more serious offenses and warrants immediate room placement.
- 15. Assault: An intentional physical attack on an individual, inflicting serious injury or harm should be considered a very serious offense and warrants immediate room placement. In addition, placement of charges with the court may be indicated.

Chapter	Subject	Policy #	
RULES AND DISCIPLINE	Rules and Regulations -	14.1	Page 4 of 6

### D. Discipline.

- 1. Staff will make every effort to maintain control of juveniles through methods of positive reinforcement.
- 2. Discipline will be administered in a way to create a learning experience for the juvenile and will be commensurate with the seriousness of the misbehavior.
- 3. Discipline will never be of a nature or administered in a way that will degrade or humiliate.
- 4. The following actions will never be used as a means of discipline:
  - a. Corporal punishment.
  - b. Physical restraint.
  - c. Psychological intimidation.
  - d. Denial of regular meals.
  - e. Denial of medical care.
  - f. Denial of sufficient sleep.
  - g. Denial of sufficient exercise.
  - h. Denial of contact with parents/legal guardians.
  - i. Denial of legal assistance.
- 5. Room restriction will only be used when it is absolutely necessary for the protection of juveniles or staff or for controlling self destructive behavior. The juveniles will be returned to their regular program as soon as possible.
- 6. All disciplinary action will be reviewed by the Assigned Supervisor and the Assistant Chief Administrator for Program Operations.

Chapter	Subject	Policy #	
RULES AND DISCIPLINE	Rules and Regulations -	14.1	Page 5 of 6

- E. Physical Restraint: This is used only when the juvenile is acting in a manner that is assaultive, injurious and dangerous to himself/herself, peers, staff and/or property. As a part of on-going training, staff members shall be trained in the techniques of physical restraint.
- F. Reporting: Based on the facts of the incident, only the Assigned Supervisor or his designee may authorize temporary room restriction and/or use of physical restraint. For room restrictions beyond the initial "cooling off" period of one hour, and/or the use of physical restraint, the staff member shall:
  - 1. Write an <u>Incident Report</u>, describing the situation and the juvenile behavior.
  - 2. Note the juvenile's room restriction in the Temporary Restriction Log. The Log shall contain:
    - a. The name of the juvenile.
    - b. The date and time of the juvenile's restriction/restraint.
    - c. Name of the staff member requesting such restriction/restraint.
    - d. Name of Assigned Supervisor authorizing such restriction/restraint.
    - e. Reason for juvenile's temporary restriction/restraint.
    - f. Date and time of juvenile's release from restriction guarters.
  - 3. A Room Confinement Check sheet shall be marked every 15 minutes the juvenile is kept on restriction.
  - 4. When the juvenile is released from his/her room, the Incident Report and the Room Confinement Check Sheet are to be placed on file.

Chapter	Subject	Policy #	
RULES AND DISCIPLINE	Rules and Regulations	14.1	Page 6 of 6

## G. Annual Evaluation and Review:

- 1. The Assistant Administrator shall review the policies relating to the juvenile rules and discipline, examine the existing practices and consider suggestions for revisions.
- 2. The Assistant Administrator shall complete a written evaluation including any recommendations and forward this to the Chief Administrator.

Estective Date	Approved By:

## Sample Juvenile Training Schools

Incident Report		Behay	ior Report	
RE:	· · · · · · · · · · · · · · · · · · ·	D.O.B. /		
LAST FIRST	M.I.	MO.	DAY	YEAR
DATE:	FA	MILY COURT LEGAL NO.		
IME:	a.m. p.m.			
OTHERS INVOLVED:		Fighting		
		Assault		
DESCRIPTION OF INCIDENT:		Disobeying A Di	rect Order	
		Destruction of	Property	
		Verbally Disres	pectful	
		Out of Assigned	Area	
		Horseplay		
		Failure To Carry-out Assignment		ent
		Verbally Uncont	rolled	
		Sex Offense		
		Stealing		
		Intimidation or	Threatening	
WITNESS: (WITNESSES):		Aggravating or	Harrassing Ot	hers
		Possession of C	ontraband	
		AWOL or Escape		
DISPOSITION:		Lying		
	<u></u>	(Juvenile Carew	orker)	
APPROV	ED:			
		(Shift Sunervis	nr)	

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 4
Chapter: RULES AND DISCIPLINE	Related Standards: ACA: 2-9292 -	2-9295, 2-9315
Subject:  Minor Violation Resolutions	NAC: 4.47, 4.5 ABA: 8.7	2, 4.54

- J. <u>POLICY</u>: There are written guidelines for informally resolving minor juvenile misbehavior when circumstances dictate immediate, informal action. Staff shall prepare a disciplinary report when a juvenile has committed a violation of facility rules.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply.

  <u>Restriction</u>: The curtailment of activity as a disciplinary action, used only if consultation and advisement with the erring juvenile fails.

- A. Activity Restriction: A juvenile careworker or
  Assigned Supervisor may exclude a juvenile from
  participation in activities for a period of time
  depending on circumstances. This is imposed as a
  result of misbehavior. Misbehavior in the cafeteria
  may warrant a cafeteria restriction while poor
  conduct in another area could result in a restriction
  of a different activity.
- В. Room Restriction: A juvenile may be restricted to his/her room for minor misbehavior, for a specified period of time. The amount of time varies depending on the nature of the viclation and circumstances, but shall not exceed one hour without approval of the Chief Administrator or his/her designee. Prior to room restriction the reason shall be explained and the juvenile will have an opportunity to explain his/her behavior. During room restriction the door will remain unlocked and staff contact will be made at least every fifteen minutes, depending on the juvenile's emotional state. The juvenile's attitude assists in determining the end of the restriction period. Any room restriction may be followed by a section restriction if appropriate.

Chapter	Subject	Policy #	
RULES AND DISCIPLINE	Minor Violation Resolutions	14.2	Page 2 of 4

- c. Group Restriction: There shall be no total group restriction without approval of the Chief Administrator or his/her designee. The exceptions to this are:
  - 1. Up to a maximum of one hour of group restriction may be initiated by the juvenile careworker, based upon general group misbehavior.
  - 2. Immediate group restriction is allowed if there is a clear and present danger to security or safety. In these cases the Assigned Supervisor and the Assistant Administrator or the Chief Administrator should be notified immediately for further instructions.
- D. Farly Bedtime: Scheduled bedtime will be reduced in units of one hour. A juvenile may receive a one hour or a two hour earlier bedtime at the discretion of the Assigned Supervisor when disciplinary action is warranted.
- E. Warning: A warning may be used without further disciplinary action. The warning shall communicate what the offense was and the expectation, with the understanding that, if repeated, specified disciplinary action will be initiated.
- F. Reports of Disciplinary Action: If there is a reasonable belief that a juvenile has committed a violation of the rules and regulations, the staff member may choose to either verbally warn the juvenile or submit a disciplinary report. A disciplinary report should contain:
  - 1. Specific rule (s) violated and the details.
  - 2. Behavior of the juvenile in connection with the violation.
  - All action taken by the staff member (s), including any force.

Chapter	Subject	Policy #	
RULES AND - DISCIPLINE	Minor Violation Resolutions	14.2	Page 3 of 4

- 4. Name(s) of any witness(es).
- 5. Description and disposition of any physical evidence regarding the violation.
- 6. Signature of reporting staff member and the date and time of the incident and report.
- 7. Juvenile's written account of the incident.
- 8. Juvenile's signature verifying that he/she has read the report. If he/she refuses to read or sign, it will be noted on the report.
- G. Individual Discipline Plan: This can be used for short-term or extended discipline and serve as a behavior profile for evaluation reports. The plan documents repeated misbehavior. The form used shall include facts important to using discipline.
  - 1. Date, Time, Juvenile's name.
  - Exact infraction or misbehavior cited (note: the misbehavior could be matched with appropriate discipline).
  - 3. Privileges suspended with details of how this was implemented.
  - 4. List of priorities for the restoration of privileges (note: a privilege must be earned by good behavior for it to be restored).
  - 5. Consultations with the juvenile, informing him/her of the details of the infraction, suspended privileges and time expectation for restoration shall be noted.
  - 6. Periodic evaluation of an individual discipline plan is done either by the staff member involved in the incident or by staff on the shift implementing the discipline process.
  - Date and time for evaluation of good behavior shall be included on the form.

Chapter	Subject	Policy #	
RULES AND - DISCIPLINE	Minor Violation Resolutions	14.2	Page 4 of 4

- H. <u>Investigation</u>: If the Assistant Administrator believes it is necessary, he/she may appoint an impartial investigator to investigate an alleged violation.
- I. Criminal Prosecution: When it appears likely that an incident may be subject to criminal prosecution, the investigation procedures shall be suspended and the Chief Administrator notified. The Chief Administrator shall notify appropriate officials for possible prosecution and shall make every effort to safeguard evidence and other appropriate evidence. This material shall be turned over to the appropriate prosecutorial authorities.

Effective Date	Approved By:

# Sample Juvenile Training Schools Report of Room Restriction

Juvenile	Date		
Time of Incident Locat	ncidentLocation of Inciden+		
Requested by	_Approved by		
Time of Confinement	in Room		
Reason for Confinement:			
Assault			
Fighting			
Threatening immediate physica	al violence of another person		
Presents an immediate danger	to his/her own physical well-being		
Escape; threatening to escap	pe		
Destruction of property			
Protection; upon written rec	quest of juvenile		
Aggravated disobedience; three	eat to the security of facility		
Possession of dangerous weapo	on		
Introduction of contraband to	o facility grounds		
Other (specify)			
Brief description of the incident:			
Shift Supervisor			

# Sample Juvenile Training Schools

# NOTICE OF DISCIPLINE

Juvenile's Name:		Date:	Time:	· · · · · · · · · · · · · · · · · · ·
Room Number:	Reason for D	iscipline:		
Type of Discipline:	Work	Essay	0ther	
Restriction is being Release Information:_				s No
The state of the s				
	Staff	Signature		
	Shift	Supervisor's S	ignature	
This form is to be co	npleted in dupli	cate:		
	One Co	py to Director	•	
	One Co Operat	py to Assistan ions	t Director of	Program

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 7
Chapter: RULES AND DISCIPLINE	Related Standards: ACA: 2-9299, 2-	-9300 - 2-9313
Subject: Disciplinary Procedures for Major Rule Violations and Adjustment Committee	NAC: 4.52, 4.54	4

- I. <u>POLICY</u>: When a juvenile is charged with violating a facility rule which would result in either a disciplinary report, or confinement, he/she has the right to a hearing before the Adjustment Committee.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Adjustment Committee: A group of supervisory level staff empowered to conduct hearings and impose disciplinary actions that comply with the policies and procedures of the facility.
  - B. <u>Confinement</u>: Placement of a juvenile in a locked room to control behavior that is a clear and present danger to the juvenile, other juveniles, or staff.
  - C. Major Rule Violation: These are actions such as: willful destruction of property, stealing, non-forced sex offenses, intimidation or threatening, possession of contraband, attempting to escape, fighting, assault, etc. Please refer to Policy #14.1.

- A. Time-Out Confinement: After all other techniques and resources have failed and only when the juvenile's behavior presents a clear and present danger to himself, other juveniles or staff, confinement should be utilized. The length of confinement should not exceed the point at which the juvenile regains self-control and in the opinion of staff, can safely be returned to the regular programming.
  - 1. Only the Chief Administrator or his/her designee can authorize confinement. Authorization is valid for a maximum of one hour unless the

Chapter	Subject	Policy #	
RULES AND DISCIPLINE	Disciplinary Procedures for Major Rule Viola- tions and Adjustment	14.3	Page 2 of 7

Committee

juvenile is accused of violating a major rule. In such cases the juvenile may be confined for up to 24 hours with approval of the Chief Administrator or his/her designee.

- 2. The Chief Administrator or his/her designee must make direct personal contact with the juvenile during confinement. The Chief Administrator must be informed as soon as possible of any confinement which is authorized by his/her designee.
- 3. Juveniles placed in confinement separate from their living section must be afforded living conditions and rights approximating those available to the general juvenile population unless clear and substantial evidence justifies an exception and administrative approval has been secured.
- 4. All juvenile careworkers are familiar with these procedures and special training in juvenile management and restraint techniques is provided to all facility personnel.
- 5. The Assigned Supervisor on duty is responsible for recording all incidents of confinement on forms specifically designed for that purpose. The information to be recorded in the report includes:
  - a. Name of juvenile.
  - b. Date and time period of confinement.
  - c. Names of staff members recommending confinement.
  - d. Reason(s) for confinement description of behavior.
  - e. Unsuccessful alternatives used.
  - f. Authorization signed by the Chief Administrator.
  - g. Person authorizing release from confinement.

Chapter	Subject	Policy #	
RULES AND DISCIPLINE	Disciplinary Procedures for Major Rule Viola- tions and Adjustment	14.3	Page 3 of 7

Committee

6. The Assigned Supervisor is responsible for seeing that a copy of the confinement report is placed in the juvenile's record.

#### 7. During confinement:

- Potentially dangerous articles shall be a. removed.
- b. Physical needs of the juvenile must be met.
- c. One staff person will be assigned by the Assigned Supervisor to supervise the juvenile.
- đ. The assigned staff person will visually check the juverile every 15 minutes and record attitude changes, reasons for continuing confinement, all visits and statements of physical and emotional condition of the juvenile. This report will be placed in the juvenile's records.

#### B. Disciplinary Confinement:

In a disciplinary confinement period, an outside limit shall be set for the maximum period of confinement.

- 1. Where no limit exists a juvenile shall remain in confinement no longer than 5 days.
- 2. A permanent log shall be maintained for all juveniles placed in room confinement and shall include:
  - Mame
  - b. Housing location
  - Date and time admitted
  - d. Reason for admission
  - Tentative release day e.

Chapter	Subject	Policy #		
RULES AND DISCIPLINE	Disciplinary Procedures for Major Rule Viola- tions and Adjustment	14.3	Page 4 of 7	

Committee

- f. Medical and/or psychiatric needs
- g. Unusual juvenile behavior
- h. All releases

#### C. Disciplinary Hearing:

A juvenile has a right to a disciplinary hearing when confinement or a disciplinary report has been initiated. The juvenile should be seen by his/her counselor as soon as possible, but not more than 24 hours following the violation. The juvenile shall remain in population while waiting for an Adjustment Committee Hearing unless he poses a clear and present threat to the safety of self and others.

#### D. Adjustment Committee Composition:

- The Adjustment Committee should be composed of at least three (3) supervisory level staff persons appointed on a rotating basis by the Chief Administrator. To enhance the Committee's impartiality, a staff person from an independent agency should be assigned to the Committee.
- 2. The designated chairperson shall be required to have completed training in disciplinary procedures.
- 3. The Committee's composition should be racially and ethnically balanced to meet the needs of the facility.

#### E. Adjustment Committee Hearing Procedures:

- 1. The Adjustment Committee shall begin no later than 7 days (or sooner, if possible) excluding weekends and holidays, after the commission of the rule infraction or the discovery of it, unless the juvenile is unable to participate in the hearing.
- The juvenile and his/her counselor must receive written notice of the facts and charges being presented against him no later than 24 hours following the incident.
- 3. A juverile shall, upon request, have the assistance of a staff member in the presentation of his/her defense.

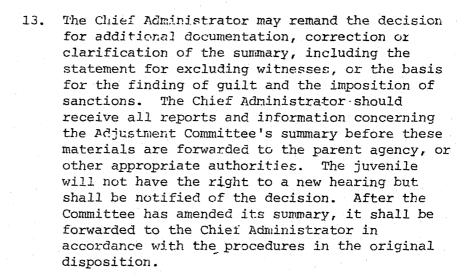
Chapter	Subject	Policy #	
RULES AND DISCIPLINE	Disciplinary Procedures for Major Rule Violations & Adjustment Committee		Page 5 of 7

- 4. The juvenile shall be present at the hearing, unless he/she waives that right in writing or through behavior, and may have his/her caseworker present. The juvenile may be excluded during testimony given in confidence and the reasons for the absence or exclusion shall be documented.
- 5. A juvenile is given an opportunity to make a statement, present documentary evidence, and to have in attendance any person (s) who has relevant information, except when doing so may jeopardize the life or safety of persons or the security or order of the facility.
- 6. Prior to privilege suspension, the Adjustment Conmittee will explain the reasons for their decision.
- 7. The juvenile and his/her counselor must be given a copy of the Adjustment Committee summary. If personal safety or security is jeopardized by certain references in the written record they may be deleted from the juvenile's copy, but the fact that omissions have been made shall be noted on the copy.
- 8. The Adjustment Committee shall take any of the following actions, based upon the evidence:
  - a. Find that the juvenile did not commit the offense. In that case, the Committee shall order that the disciplinary report be dismissed and expunged from the juvenile's record.
  - b. Find that further investigation is necessary.
  - c. May order that the juvenile be held in investigative status. (This does not imply confinement but may be a limited exclusion from the routine program activities.)

Chapter	Subject	Policy #	
DITTER AND DIRECTOTINE	Disciplinary Procedures for Major Rule Violations & Adjustment Committee	14.3	Page 6 of 7

- 9. If the decision is adverse to the juvenile, the juvenile must be informed of his/her right to appeal within 15 days of the Adjustment Committee's decision through the grievance procedures. The Chief Administrator shall respond to the appeal within 30 days. The Chief Administrator shall decide if:
  - a. Juvenile discipline was in compliance with the facility's policies and procedures.
  - b. The decision of the committee was based on substantial evidence.
  - c. The sanction imposed was appropriate to the rule violation.
- 10. When there is a finding that the juvenile did commit the offense, a copy of the Adjustment Committee summary along with the disciplinary report shall be forwarded to the Chief Administrator, parent agency and other appropriate authorities and a copy of each report shall be filed in the juvenile's record.
- 11. The Chief Administrator may remand the decision of the Adjustment Committee for new proceedings if, upon review, the proceedings are found to be deficient due to:
  - a. Inadequate notice, failure to state the correct date of the offense or the failure to provide the juvenile adequate notice of the hearing.
  - Lack of impartiality of the Adjustment Committee.
  - c. Improper exclusion of witnesses.
- 12. New or additional proceedings may be ordered in other circumstances, determined by the Chief Administrator. The juvenile shall be provided with notice of the rehearing as soon as possible. The rehearing shall take place within three (3) days. The procedures on remand shall be conducted in accordance with the procedures governing the initial hearing.

Chapter	Subject	Policy #	
DITTER AND DIRECTPLEME	Disciplinary Procedures for Major Rule Violations & Adjustment Committee	14.3	Page 7 of 7



- 14. Upon remand, sanctions greater than those imposed at the original hearing shall not be permitted, unless the juvenile is charged with a different offense which provides for a greater penalty than provided under the original violation, or new evidence is produced which justifies the greater disciplinary action.
- F. Computation of Discipline for Multiple Offenses:
  - When a juvenile has been found in violation of more than one rule violation arising from a single incident, the maximum penalty shall not exceed the maximum penalty for the most serious offense he is found to have committed.
  - When a juvenile has been found in violation of more than one rule infraction, arising from separate incidents, the maximum penalty for each violation may be imposed and such penalties shall run consecutively.

Effective Date	Approved By:





#### CHAPTER 15

COMMUNICATION: MAIL, VISITING AND TELEPHONE

#### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-9317 through 2-9325, 2-9327 through 2-9333

National Advisory Committee Standards 4.41, 4.44

American Bar Association Standards 7.6

Any user planning with these documents as a guideline should consider revising the samples to provide for greater or lesser security as required by local conditions. Such revisions can be accomplished and, at the same time, be in compliance with the standards listed.

Both state and federal courts have been increasingly attentive to the areas of correspondence, mail and visiting for detained juveniles. Various legal rulings have been considered in the development of ACA standards and these sample documents. Each user should, however, develop statements to comply with recent judicial rulings appropriate to their area.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter:  COMMUNICATION: MAIL, VISITING AND TELEPHONE	Related Standards:  ACA: 2-9317 - 2-9332	- 2-9324; 2-9331
Subject:	NAC: 4.41, 4	. 44
Juvenile Correspondence	ABA: 7.6	

- I. POLICY: The facility recognizes the juvenile's need for and right to maintain contact with persons outside the facility and asserts that he/she may do so with a reasonable degree of privacy.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. <u>Correspondence</u>: Communication to or from juveniles through letters, postcards, greeting cards or parcels.
  - B. <u>Contraband</u>: Any item or article in the possession of a juvenile, or found within the facility, that has not been officially issued, purchased in the commissary or approved by written policy.
  - C. Money: Cash, checks, postal notes, money orders or drafts.

- A. Written policy and procedure governing correspondence of juveniles are made available to all staff and to juveniles upon admission and are reviewed annually and updated.
- B. The amount of mail a juvenile may send or receive is unlimited, except when the facility provides postage. Excluding legal correspondence, the facility shall provide postage for a minimum of two letters each week for each juvenile. All mail and legal matters shall be delivered to the juvenile on the day of receipt from the postal office.
- C. All mail will be opened, examined for contraband and then distributed. Both incoming and outgoing mail are not read by staff, except where clear evidence justifies such action. If correspondence is read, the juvenile must be present when the letter is opened.

Chapter	Subject	Policy #	
COMMUNICATION: MAIL, - VISITING AND TELEPHONE	Juvenile Correspondence	15.1	Page 2 of 3

If any contraband is found the letter and its contents should be directed to the Assistant Administrator. If no contraband is found, the letter should be immediately given to the juverile.

- D. Juveniles are permitted to send sealed letters to specified persons and organizations, including, but not limited to:
  - 1. Courts.
  - 2. Counsel.
  - 3. Officials of the confining authority.
  - 4. Administrator of grievance systems.
  - 5. Paroling authority.
- E. Cash, checks, or money orders removed from incoming mail shall be credited to the juvenile's account or placed with the juvenile's other secured property.
- F. Packages are subject to inspection. Juveniles should be present during the inspection and notified of any items withheld from them and the action should be recorded on the juvenile's property inventory sheet.
- G. A released or transferred juvenile shall be permitted to take all personal mail. Additional mail received should be forwarded by the Office Manager unopened. If no forwarding address is available, mail should be returned, unopened, to the sender or Post Office.
- H. Restricted Magazines, Newspapers or Periodicals:
  - 1. Publications shall be prohibited if they pose a clear, direct and immediate danger to security or if they depect sexually explicit materials.

Chapter	Subject	Subject Policy #					
COMMUNICATION: MAI VISITING AND TELEPH	1	15.1	Page 3 of 3				

2. The facility's Chief Administrator shall confiscate any materials meeting the above criteria and shall either turn them over to proper legal authorities, return them to the sender, or destroy them as appropriate.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 2					
Chapter:  COMMUNICATION: MAIL, VISITING AND TELEPHONE	Related Standards: ACA: 2-9330						
Subject:  Access to Telephone and Telegraph	ABA: 7.6						

- I. POLICY: To maintain community ties and contact with attorneys, each juvenile shall have equal and adequate access to a telephone.
- II. DEFINITIONS: None.

- A. Upon Admission: Upon admission to the facility a juvenile may telephone either his or her natural parents, legal guardians, foster parents, custodians and attorney immediately.
- P. Outgoing Calls: A juvenile may make local and collect calls to his natural parents, legal guardians, foster parents, or custodians during regular hours specified by the Chief Administrator. A juvenile shall be allowed one free long distance call to his/her family each week.
  - A juvenile careworker may place all calls for the juvenile and will supervise but not monitor conversations unless there is reason to believe that a call is being used to violate the rules of the facility.
  - 2. The duration and frequency of outgoing calls shall be limited to allow all juveniles an opportunity to place calls.
  - 3. A juvenile may phone his/her attorney at any reasonable time (excluding weekends and holidays) as often as he/she wishes if their attorney agrees to accept charges for these calls. No time limits shall be placed on these calls.
- C. Incoming Calls: Juveniles may receive calls from court workers, social workers, police officers, and lawyers at any time.

Chapter	Subject	Policy #						
, 001	Access to Telephone and Telegraph	15.2	Page 2 of 2					

- D. Recording Juvenile Telephone Calls: Where juvenile telephone calls are scheduled and supervised, a telephone log shall be established and maintained by the Assigned Supervisors. All local or long distance telephone calls received or made by the juvenile shall be documented in this log, including date and time of the call, name and number of the juvenile making the call, and party and telephone number called, time call was completed, and careworker monitoring call should initial the log.
- E. <u>Telegraph</u>: On the basis of urgent needs, juveniles shall be permitted to communicate by telegraph at their own expense when other methods are less appropriate.
- F. Emergencies: Juveniles may receive and place calls at other than the usually designated hours and without restrictions in the event of an emergency.

Effective Date	Approved By:

## SAMPLE JUVENILE TRAINING SCHOOLS

## TELEPHONE CALL RECORD

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Initials	Date	Time	Name	Incoming	Outgoing	Name of Party Called	Number of Party	Relationship	Yes	No	Initials
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Sample Policies and Procedures	Policy Number	Pages					
JUVENILE TRAINING SCHOOLS	15.3	3					
Chapter:	Related Standards:						
COMMUNICATION: MAIL, VISITING AND TELEPHONE	ACA: 2-9325, 2- 2-9329, 2-						
Subject:	NAC: 4.44						
Juvenile Visiting	ABA: 7.6						

- I. POLICY: The facility administration encourages juveniles to maintain ties with their families and friends through regular visits, limited only by staff demands and the visiting facilities available.
- II. DEFINITIONS: None.

- Authorized Visitors: Each juvenile will submit to his/her counselors a list of persons who are expected to visit. This list must be approved by the Chief Administrator and placed in a file located at the sign-in station. Attorneys, clergy, government officials, legislators or media representatives may be approved for visitation by the Chief Administrator on a case by case basis and will not count against the juvenile's normal visiting schedule. A special area is to be set aside for attorney/client interviews. Known ex-offenders other than family are to be prohibited visitation privileges unless prior approval has been granted by the Chief Administrator.
- B. <u>Visitor Sign-In</u>: Every juvenile's visitor shall sign-in on a form approved by the Chief Administrator. Handbags and packages are to be left at the desk. Briefcases may go in after being checked.
- C. Identification: All visitors over the age of eighteen will be required to produce positive identification before entry to the visiting area. Exceptions may be granted only by the Chief Administrator. Visitors under the age of eighteen must be accompanied by a parent or guardian.

Chapter	Subject	Policy #	
COMMUNICATION: MAIL, VISITING AND TELEPHONE	Juvenile Visiting	15.3	Page 2 of 3

- D. Publication and Distribution of Visitation Rules:
  The facility shall publish the operational procedures governing visits in the Juvenile Handbook. Such information is to be made available by the Assigned Supervisor to the juvenile upon arrival at the facility and shall be made available to visitors prior to their arrival at the facility. The handbook should include:
  - 1. Pays and times for visiting.
  - Who and the number of visitors allowed at one time.
  - 3. Regulations about special visits.
  - 4. The possibility of being searched.
  - 5. What may be brought into the visiting area by the juvenile and the visitor.
  - 6. The statute which addresses trafficking of contraband. This statute is also to be posted in a conspicuous place in the visiting area.
  - 7. Information about transportation to the facility. The facility will assist in arranging transportation between public transit terminals and the facility as appropriate and approved by the Chief Administrator.
  - 8. Information about the facility's standards for proper attire while visiting.
- E. Special Visits: Special visits may be granted, with prior approval of the Chief Administrator on a case by case basis. Every effort will be made to allow special visitation privileges for hospitalized juveniles. Sources of transportation, accessibility to the facility by the visitor, and the distance a visitor must travel are to be considered.

Chapter	Subject	Policy #	
COMMUNICATION: MAIL VISITING AND TELEPHO	NE Juvenile Visiting	15.3	Page 3 of 3

- P. Denial of Visitation: A denial of visitation privileges shall be based on the security, safety and order of the facility and the safety of the individuals involved. A denial of visitation shall be given to the juvenile in writing by the Assigned Supervisor and shall include the name of the restricted or prohibited visitor, the name of the person making the decision and the right to appeal the decision. A juvenile may deny any visitation.
- G. <u>Volunteers</u>: Volunteers are subject to all provisions of these administrative procedures, except that their visit will not count against the juvenile's normal visiting schedule.
- H. Searches of Visitors: The visitor shall be informed about why the request for search is being made. Use of metal detectors and inspection of purses, packages and bundles shall be governed by the security needs of the facility. A sign shall be posted stating that visitors are subject to search.
- I. Contact Visits: Juveniles and their visitors shall not be physically separated unless required for security reasons. They shall be allowed as much informality and privacy as possible.

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## Sample Juvenile Training Schools

VISITATION AUTHORIZATION AND					JUVENILES NAME											
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#### CHAPTER 16

#### **PROGRAMS**

#### COMMENTARY

This chapter encompases

American Correctional Association Standards 2-9334 through 2-9379

National Advisory Committee Standards 4.45, 4.49, 4.213 through 4.216, 4.218, 4.262, 4.2121, 4.2151

American Bar Associaiton Standards 4.14

and describes basic programs. Cooperation and coordination with the community are encouraged. Frequent contact with academic communities offers opportunity to improve quality and quantity of the programs.

Today's economy forces the user to look carefully to all areas of programming to achieve maximum use of furis. It is believed these documents will foster intelligent planning and responsible management of programs.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter: PROGRAMS	Related Standards: ACA: 2-9339 -	2-9342, 2-9375
Subject: Individualized Programs	NAC: 4.213, 4.	214

- I. POLICY: The facility shall provide a program which is designed to enhance the growth and development of each juvenile.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Classification Team: Responsible for preparing a comprehensive assessment report. The classification team shall be composed of a counselor, a juvenile careworker educational staff, medical staff, and a psychologist.

- A. Assessment: Each juvenile shall be assessed to determine classification, and security risk, as well as educational, vocational, and personal needs. To make appropriate program placement, the classification team shall include information relative to:
  - 1. Family history.
  - 2. Developmental history.
  - 3. Physical examinations.
  - 4. Psychological testing.
  - 5. Psychiatric interviews.
  - 6. Community release plan.
  - 7. Language and educational analyses
  - 8. The past behavior upon which the adjudication was based including victim information
  - 9. Length of stay.
  - 10. Assessment of chemical abuse and dependercy.

Chapter	Subject	Policy #	
PROGRAMS	Individualized Programs	16.1	Page 2 of 3

- P. Placement: While considering the juvenile's opinion and needs, the classification team shall meet and develop the juvenile's program plan. The individualized plan shall:
  - 1. Include measurable objectives to be achieved and timetables for meeting those objectives.
  - Identify individuals and departments responsible for implementing the program plan.
  - 3. Be agreed upon by both the juvenile and the staff.
  - 4. Include provisions for monthly review.
  - 5. Be changed only after the staff and juvenile agree.
  - 6. Be documented, copied, given to the juvenile, and placed in his/her master file.
- C. Evaluation: Staff shall evaluate the effectiveness of programs at least annually.
  - 1. Staff shall determine the collective service needs of juveniles from:
    - a. A well planned information system.
    - b. Careful screening of case files.
    - c. Discussion with other staff, juveniles, parents and other persons concerned with facility programming.
  - 2. Staff shall assess effectiveness of special programs for juveniles with special needs.

Chapter	Subject	Policy #	
	Individualized Programs	16.1	Page 3 of 3

Incentive System: The program staff in coordination with volunteers, counselors and Assigned Supervisors, will develop and implement a behavioral incentive system. The incentive system will provide the opportunity for juveniles to earn additional privileges and activities contingent upon acceptable behavior.

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Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	16.2	5
Chapter:	Related Standards:	
PROGRAMS	ACA: 2-9335 - 2-9343 -	
Subject:	NAC: 4.216, 4	.2122, 4.262
Juvenile Education Program		

- I. POLICY: To meet the diverse needs of juveniles in secure residential care, the facility shall provide a comprehensive education program which shall include academic, vocational, and special education components. To accomplish this major goal, the facility shall maintain a minimum teacher-student ratio of no fewer than 1 teacher to 15 students. Compulsory education laws will apply to all juveniles.
- II. <u>DEFINITIONS</u>: As used in this document, he following definition shall apply:

Teachers: Persons who are certified by the state educational authority in areas in which they teach and who have had training and experience providing remedial instruction to educationally disadvantaged juveniles.

## III. PROCEDURES:

- A. Facility Education Plan: The education program shall contain the following features:
  - 1. Each juvenile shall enter the program at his/ her instructional level and will proceed at a comfortable pace.
  - 2. Each juvenile shall receive educational and vocational counseling to assist in developing his/her educational goals.
  - 3. Fach juvenile shall receive pre-vocational counseling training which shall include:
    - a. pre-vocational orientation
    - b. world of work orientation
    - c. vocational instruction

Chapter	Subject	Policy #	
PROGRAMS	Juvenile Education Program	16.2	Page 2 of 5

- d. courseling
- e. related remedial education
- f. employability plans
- g. work experience
- 4. The facility may use community resources to supplement the facility's programs.
  - a. Selected juveniles may participate in academic and vocational programs outside the facility.
  - b. Resources from the community may provide help in planning, funding, and coordinating the vocational program within the facility.
- 5. The person designated as the education coordinator shall develop a facility education plan which shall include:
  - a. The development of Individual Education Plans for all juveniles.
  - b. Assessment materials and procedures to determine the need for remedial or special education services.
  - c. Outlines of the coursework and individualized education programs provided to meet juveniles' needs.
  - d. Schedules of curriculum activities.
  - e. Lists of materials and specialized equipment which meet minimum Education Department standards.
  - f. An education staff profile depicting all academic instructors and their appropriate certification.
  - g. Establish a communication link between public school agencies and the facility to provide continuity to the juvenile's education.

Chapter	Subject	Policy #	
PROGRAMS	Juvenile Education Program	16.2	Page 3 of 5

- h. Establishing community contacts to assist juveniles in preparing for and taking GED's.
- 6. The facility education program will be reviewed on an annual basis by the education staff of the facility including review of equipment, curriculum, assessment and testing materials, health and safety, certification of general staff, and implementation of the facility education plan.
- 7. The facility educational and vocational program shall be reviewed every three years by qualified individuals who are knowledgeable in the standards set by professional educators, 'icensing boards, and in labor market trends.
- B. Liaison With Community Schools: The facility education program shall establish a cooperative relationship with a year-round public school system.
  - 1. Juveniles shall receive academic credit for education which may be transferred to community schools.
  - Diplomas shall be awarded by state or local boards of education.
- C. Teacher Responsibilities: Educational and vocational instructors must be licensed and accredited by the state and are required to:
  - 1. Assess the capabilities and needs of individual juveniles assigned to the education program.
  - 2. Develop and implement an individual educational program that will provide a strongly structured environment for each juvenile.
  - 3. Develop and implement short-term educational units appropriate to each juvenile's needs.
  - 4. Maintain an on-going record of juvenile progress.

Chapter	Subject	Policy #	
PROGRAMS	Juvenile Education Program	16.2	Page 4 of 5

- 5. Maintain an accurate record of the total number of juveniles taught and the total number of hours of instruction.
- D. Exemption from the School Program: As a general policy:
  - Juvenile may be removed from the school program for reasons of serious misbehavior for a period of time not to exceed one day without the approval of the facility Chief Administrator.
  - 2. Juveniles who are already graduated from high school need not attend, but may do so if they choose and if room is available in the classroom. The education coordinator shall verify the juvenile's graduation. Juveriles who have graduated will have alternative programming made available to them.
- E. Special Education: Special education services shall be available to juveniles who have been evaluated with appropriate diagnostic tests and who have been found to:
  - 1. Exhibit below average intellectual functioning.
  - Exhibit average intellectual functioning but whose learning potential is limited by emotional and/or physical difficulties.
  - 3. Exhibit specific learning disabilities.
- F. Class Attendance is a high priority:
  - 1. No juvenile will leave the classroom without coordination with the teacher.
- G. <u>Classroom Facilities</u>: Designed in conformity with local and state educational requirements, classrooms have:
  - 1. Adequate classroom space to accommodate the design capacity of the facility.

Chapter	Subject	Policy #	
PROGRAMS	Juvenile Education Program	16.2	Page 5 of 5

- 2. Several individual backs where easily distracted juveniles can work alone and still be under the supervision of the teacher.
- 3. Space of a large table for active, short-term projects.
- 4. Storage space for classroom supplies.
- H. Education Supplies: Educational supplies include all hardware and software used in the educational program.
  - 1. Software: Since the program is highly individualized, the facility shall maintain (either through purchase, rental or loan) various levels of commercially-made records, film strips and cassette tapes for each subject area. Other software supplies, such as transparencies, chalk, paper, pencils, etc. shall be sufficiently stocked and replaced as necessary.
  - 2. Hardware: The facility shall maintain necessary hardware such as typewriters, calculators, tape recorders and overhead projectors. These items shall be kept in working condition and parts repaired and/or replaced as necessary.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter: PROGRAMS	Related Standards:  ACA: 2-9346 - 2 2-9365 - 2	1
Subject:  Vocational Services	NAC: 4.49 ABA: 4.14	

- I. <u>POLICY:</u> A comprehensive vocational program shall be provided by the facility. A juvenile's participation in the vocational program shall be determined by his/her individual program plan.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Job Training and Partnership Act (JTPA): A federally funded training and employment program.
  - B. Private Industry Councils (PIC): Groups of businessmen and citizens established to administer the JTPA program.

- A. <u>Pre-vocational Activities</u>: These activities are integrated with academic programs. (See Policy 16.2)
- B. On-Campus Vocational Programs: On-campus vocational programs introduce juveniles to opportunities in the world of work, reinforce learning of basic skills through application to "real world" activities, and, when possible, provide skills and experiences needed for entry level employment in an occupational field. The facility's vocational program shall:
  - Emphasize employment-oriented attitudes and values along with strong basic skills which will allow juveniles to adapt to future job requirements.
  - 2. Prepare juveniles to pursue further training in specific occupations.

Chapter	Subject	Policy #	
PROGRAMS	Vocational Services -	16.3	Page 2 of 3

- 3. Use available community resources, such as:
  - a. Liaisons with local secondary schools, vocational technical schools, junior colleges, Private Industry Councils of JTPA, etc.
  - b. Advice and assistance from labor, business, PICs, and industrial organizations.
- 4. Be structured, sequential and time-limited, with an emphasis on the skill development of juveniles.
- 5. Provide special vocational opportunities for residents with physical, mental, or emotional handicaps and/or learning disabilities.
- C. On-Campus Work Programs: To be considered vocational programs, work programs shall outline and document achievement of specific employment-related skills.
  - Facility maintenance programs shall be used only as a supplement to the scheduled school day.
  - 2. Juveniles shall not be permitted to perform any work which would be prohibited to children in the community in accordance with state and federal child labor laws.
- D. Off-Campus Work Programs: Off-campus work programs in local communities shall:
  - 1. Be carefully planned to ensure appropriate placements for juveriles and the safety of the community.

Chapter	Subject	Policy #	
PROGRAMS	Vocational Services	16.3	Page 3 of 3

- 2. Be considered vocational programs if employment-related skills are outlined and documented.
- 3. Ensure that juveniles employed in the community by public or private organizations in positions normally occupied by private citizens shall be compensated at the prevailing rate.

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Sample Policies and Procedures	Policy Number	Pages	
JUVENILE TRAINING SCHOOLS	16.4	3	
Chapter:	Related Standards:		
PROGRAMS	ACA: 2-9334, 2-9357 - 2-9359 2-9369, 2-9370 - 2-9372 2-9374, 2-9360, 2-9366		
Subject:	2-93/4, 2-	-9300, 2-9300	
Recreation	NAC: 4.218		

- I. <u>POLICY:</u> The facility provides recreation and exercise programs to juveniles as soon as they are admitted to the facility.
- II. DEFINITIONS: None.

## A. Recreation:

- 1. A staff member trained in recreation and/or physical education is responsible for planning, organizing and supervising activities, including the use of the gym, playground, arts and crafts program and special events. These activities will be available to all juveniles with limitations only in instances of program capacity or when unacceptable behavior and/or security would prohibit.
- 2. The programs section will provide for a minimum of one hour of large muscle exercise and one hour of planned free time during school days with an additional hour of energetic physical exercise on weekends and holidays.
  - a. Program staff should develop programs so that juveniles benefit from their stay in the facility. Programs should provide acceptable leisure time activities to alleviate idleness and boredom, provide positive reinforcement and develop the concepts of cooperation and sportsmanship.
  - b. Programs should be co-educational and co-recreational whenever possible. At no time will physical recreation be used as punishment.

Chapter	Subject	Policy #	
PROGRAMS	Recreation	16.4	Page 2 of 3

- B. Reporting: The Assistant Administrator shall monitor the quality of these activities regularly and prepare an annual report describing the status of programming and the major progress or problems.
- c. Games and Sports Activities: All program activities should be consistent with the needs and preferences of the juveniles, not the staff. Not all juveniles enjoy organized sports such as basketball, volleyball and softball; non-competitive activities therefore, should supplement organized sports so that all juveniles can feel at least moderately successful. Certain activities such as tumbling, wrestling, weight lifting, etc. should be conducted only if a skilled person is assigned to supervise the activity.

## d. Juvenile Participation in Recreation:

- (1) All juveniles will be scheduled for activities but will be given the opportunity to choose not to attend. Juvenile careworkers should actively encourage juveniles to participate but failure to do so would not be punished.
- (2) If a number of juveniles indicate a lack of interest in a scheduled activity, it should be reevaluated. A "suggestion box" for juvenile input about recreation programs should be available.
- e. Activities in the Section: The programs section will facilitate the constructive use of juveniles' time by lending games and equipment to juveniles on a sign-out basis.
- f. Arts and Crafts: Quiet time leisure activities should include arts and crafts.

Chapter	Subject	Policy #	
PROGRAMS	Recreation	16.4	Page 3 of 3

- g. Volunteers: The program section will recruit and coordinate community volunteers to be involved in special recreation programs and events.
- h. Roles of Recreation Staff, Volunteers and Juvenile Careworkers: The program staff is primarily responsible for planning, organizing and supervising juveniles. Staff are encouraged to be involved in the sports and games but they should do so only if their involvement does not impair the supervision of the juveniles.
- i. Special Events: The Recreation Staff shall organize a number of activities in addition to the daily routine programs described above. The activities may include a weekly full length movie, a weekly party for well-behaved juveniles, a weekly party for the two cleanest sections, parties for holidays and special events, roller skating, organized team sports such as basketball, volleyball and softball, discos, dance instruction, exercise clubs, weight watchers club, sewing club, etc.
- j. Community Activities: The Recreation
  Staff shall encourage interaction with the community by:
  - (1) Inviting community groups to present recreational programs within the facility.
  - (2) Taking juveniles into the community for recreational activities.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number Pages  16.5 2
Chapter:	Related Standards:
PROGRAMS	ACA: 2-9369, 2-9371, 2-9373, 2-9374
Subject:	NAC: 4.215, 4.2121, 4.2151
Counseling	

- I. POLICY: To assist juveniles in the process of adjustment to secure residential placement, a counselor familiar with crisis intervention and short-term counseling techniques shall be assigned to each juvenile. When needed, counseling services shall be made available to both juveniles and their families through contractual agreement with community agencies.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Counseling: The process of building a helping relationship with one or more juveniles by a counselor is defined as counseling. The intent of this relationship-building process is to assist the juvenile(s) in adjusting to and coping with the changes occurring in the juvenile's life. Counseling refers to a problem-solving or decision-making process which is different from psychotherapy. Counseling occurs individually and/or in groups. Counseling techniques shall include but are not limited to: active listening, empathy, genuineness, positive regard for juveniles, and various problem-solving strategies.
  - B. <u>Cornselor</u>: A counselor is any staff member who has been assigned to do counseling. These employees should meet one of the following criteria:
    - 1. A counselor has a bachelors degree in one of the behavioral sciences or social sciences and has completed specialized training in counseling. (As defined above, counseling may reflect training from a variety of academic disciplines, which include: counseling, psychology, special education, social work, sociology, etc.) Preference should be given to staff who have a masters degree in one of these counselingrelated disciplines.

Chapter	Subject	Polkey #	
PROGRAMS	Counseling	16.5	Page 2 of 2

2. A counselor may be defined as an employee with one year of experience who has received specialized training in counseling and who is supervised directly by a counselor (as defined in II,B,1).

#### FROCEDURES:

## A. Counseling:

- Upon admission, a counselor is assigned to each juvenile, conducts an intake interview, and is responsible for the juvenile's counseling throughout his/her stay in the facility.
- 2. Individual counseling periods are scheduled between the counselor and the juvenile at least one hour each week. Counselors are available to talk with juveniles on a spontaneous level; office space is provided to ensure privacy, if necessary; a juvenile's participation is voluntary.
- 3. Where appropriate, the facility management makes available community resources to meet the needs of the juveniles and their families.
- 4. The <u>Juvenile Handbook</u> includes a section on counseling. The Handbook is available to all counselors. The Handbook is reviewed annually by the counselor and changes or recommendations are forwarded to the Assistant Administrator.
- B. Group Counseling: Group counseling shall be provided by staff specially trained in facilitating group therapy. Such groups shall:
  - 1. Meet at least once per week.
  - 2. Contain no more than 10 juveniles.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter:	Related Standards:	
PROGRAMS	ACA: 2-9351 - 2	2–9356
Subject:	NAC: 4.216	
Library		

- I. <u>POLICY</u>: To encourage efficient use of free time, and to allow juveniles to pursue personal interests which may aid them upon release, reading materials and other related services shall be provided through an in-house library.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Library: A separate room containing bookshelves and tablets and chairs, housing reference materials and various levels of educational and recreational books, magazines, etc.

## III. PROCEDURES:

A. Function: The library provides all juveniles access to a comprehensive collection of general and specialized reference materials which meet educational and recreational needs, legal needs and requests. The Jibrary also provides instruction on use, reference services, reader's advisory services and intra-library loan services.

#### B. Services:

- A library cooperative loan service shall be established with the local library, local school system, and/or the state library system.
- 2. The juvenile library shall be located close to the classrooms; library hours shall be coordinated with the activities schedule.

Chapter	Subject	Policy #	
PROGRAMS	Library -	16.6	Page 2 of 3

- 3. Bookshelves shall be located in each living area for juvenile use during non-library hours.
- 4. A specified number of books and magazines may be allowed in each juvenile's room for after hours reading.
- 5. Reading materials shall reflect racial and ethnic interests and be age-appropriate for various levels.
- C. Selection of Books: At regular intervals surveys of the juvenile population shall be conducted to determine the needs and selection of books, materials and program.
  - 1. Materials shall be selected to serve the interests and needs of the juveniles and staff.
  - 2. Selection shall be consistent with the juveniles' abilities.
  - 3. Materials of a controversial nature shall be reviewed by an advisory board of both staff and juveniles.
  - 4. Material selection shall be based on recentness and cultural, inspirational and recreational values.
- D. Review of Services: Annual review of library staffing patterns and the library programs shall be conducted by the Assistant Administrator. This review shall:
  - 1. Evaluate juvenile access to the library.
  - Evaluate staff available during peak hours.

Chapter	Subject	Policy #	
PROGRAMS	Library	16.6	Page 3 of 3

- 3. Evaluate the use or misuse of the library by juveniles.
- 4. Discuss plans for repairing or replacing damaged reading materials.
- 5. Compare library staffing patterns with the joint recommendations of the ACA/American Library Association.
- 6. Compare the operation of the library programs to stated performance goals and objectives.
- E. Design and Appearance: To encourage concentration, the library shall be well-lighted and have good acoustics and temperature control.
  - 1. Space shall provide for individual and group activities.
  - 2. The library shall contain a variety of audio-visual equipment.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 4
Chapter: PROGRAMS	Related Standards: ACA: 2-9361 - 2	2-9364
Subject:  Religious Programming	NAC: 4.45	

- I. FOLICY: Since the facility's administration recognizes the right of juveniles to practice the religion of their choice, every reasonable effort shall be made to facilitate the free practice of religion, limited only to Jegitimate security and operational considerations.
- 11. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. <u>Chaplain</u>: A duly ordained representative of legitimate religious practice, be it traditional or unorthodox, who has been approved by the Chief Administrator following an examination of his/her credentials.
  - P. Religious Activity: An activity conducted by or under the auspices of a Chaplain, which is designed specifically for worship, religious instruction, spiritual guidance or counseling.
  - C. Religious Practice: A religion, religious denomination or sect supported by literature stating religious principles and recognized by a group of persons who share common ethical, moral or intellectual views which are not defamatory, racial, political or derisive in nature.

A. Needs Assessment: To provide a proper balance in religious services a system shall be developed by the Assistant Administrator to determine the religious composition of the juvenile population. Staff responsible for religious programs shall make program adjustments reflecting the changing population.



Chapter	Subject	Policy #	
PROGRAMS	Religious Programming -	16.7	Page 2 of 4

## B. Special Religious Needs:

- 1. Juveniles shall have access to religious publications of their respective faiths. All religious material, however, is subject to review before entering the facility. Arrangements may be made through a Chaplain for a juvenile to obtain personal copies of certain approved religious books and periodicals.
- The facility recognizes that certain religious faiths impose dietary restrictions upon their members, i.e., abstaining from the use of pork or pork products. These restrictions shall be honored, if possible.
- 3. When appropriate, liturgical apparel such as skull caps, head shields and prayer shawls may be worn during the religious activity. When not in use, this apparel shall be stored in the chapel storage area. Religious medallions or ornaments may also be worn if they do not interfere with the safe and orderly conduct of the facility.

## C. Religious Services:

- 1. Attendance shall be voluntary.
- 2. The proper atmosphere for the service shall be provided away from the housing unit.
- 3. All juveniles in regular population shall be advised of their right to attend worship services.
- 4. Religious programs shall be coordinated with the facility's schedule.
- 5. Communion services and sacramental rituals shall be conducted on a regular basis.
- 6. When possible juveniles shall be permitted to attend religious services in the community.

Chapter							
PROGRAMS	Religious Programming	16.7	Page 3 of 4				

# D. Specific Denominational, Church or Sectarian Activities:

- 1. Worship services or religious activities presented by a particular church, denomination, religious group or sect usually shall be restricted to juveniles of that particular religious preference or affiliation. Exceptions may be approved by the Chief Administrator.
- 2. Chaplains shall anticipate and arrange for the celebration of rituals necessary to meet the minimal requirements of a given religious faith. Work assignments and schedules shall be arranged to accommodate the beliefs and practices of juveniles whose religion requires abstaining from work on religious holy days.
- 3. All worship services or religious activities shall be conducted and/or supervised by a chaplain, staff designee or religious representative with reasonable frequency.
- E. Religious Education: The Chaplain shall develop and conduct a program of religious education which shall be submitted to the Chief Administrator for review and approval. The program may include:
  - 1. Religious classes (lectures, instruction, discussions).
  - 2. Religious forums.
  - 3. Prayer groups.
  - 4. Religious choirs, ensembles and singing groups.
  - 5. Self-study Bible courses.
  - 6. Religious group counseling.
  - 7. Bible study groups in a classroom environment.
  - 8. Spiritual maturity groups.
  - 9. Instruction in doctrines, rituals and ideals of various religious faiths.

Chapter	Subject	Policy #	
PROGRAMS	Religious Programming	16.7	Page 4 of 4

## F. Pastoral Responsibilities:

- Chaplains shall speak to juveniles when requested.
- 2. Juveniles may request to see the Chaplain at any time.
- 3. The Chaplain, as a confidant, has a dual responsibility to the juvenile and the facility. He/she must keep pastoral confidences intact, and, at the same time, protect the facility, its staff and the juvenile population.
- 4. The Chaplain shall be responsible for developing rules, regulations, guidelines and procedures for the recruiting and training of religious volunteers.

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Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Pokty Number	Pages 2
Chapter: PROGRAMS	Related Standards: ACA: 2-9376 - 2	-9379
Subject: Day Leave		

- J. FOLICY: Leaves into the community shall be granted to juveniles under the following circumstances: (1) Off-campus leave as a way of rewarding good behavior, providing an opportunity to learn and practice social skills, and beginning community re-intergration; (2) Leave for services in the community; and (3) Personal or emergency leave.
- IJ. DEFINITIONS: None.

- A. Off-Campus Leaves: Selected juveniles may leave the facility during the day to participate in academic vocational, or restitution programs.
  - 1. Juveniles shall be carefully screened for off-campus programs.
  - Written rules of conduct shall be established, specifying inappropriate behavior and its consequences. A copy of these rules and consequences shall be given to and explained to the juvenile.
  - 3. Proper supervision shall be maintained.
  - 4. Accurate, timely recordkeeping shall be provided.
  - 5. The program and its participants will be evaluated regularly.

Chapter	Subject	Policy #	
PROGRAMS	Day Leave	16.8	Page 2 of 2

- 6. The facility staff and the facility's advisory boards will develop methods of obtaining community support for the off-campus release program.
- 7. If, after a reasonable time, a juvenile continues to successfully participate in an off-campus release program the Chief Administrator shall request the juvenile court of placement to review the juvenile's status and to consider his/her transfer to non-secure placement.
- B. Services and Emergency Leaves: Services and Emergency leaves may be granted for needed medical and dental care, or family emergencies.
  - 1. Emergency leaves shall be extended if necessary.
    - The juvenile's counselor shall inform the Chief Administrator of the necessity of an emergency leave.
    - b. The Chief Administrator shall approve all emergency leaves.
  - The degree of supervision required shall be determined by the public risk presented by the juvenile.

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#### CHAPTER 17

## RECEPTION, CLASSIFICATION AND TRANSFERS

#### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-9248, 2-9381 through 2-9397

National Advisory Committee Standards 4.71, 4.73, 4.263

American Bar Association Standards 7.7

Effective classification of juveniles is a vitally important component in any training school program. These policies and procedures are designed to facilitate the appropriate movement of juveniles into and within the corrections system.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 5
Chapter:  RECEPTION, CLASSIFICATION, AND TRANSFERS	Related Standards:  ACA: 2-9248, 2 2-9386	-9381 - 2-9384,
Subject: Juvenile Admission Procedures	NAC: 4.263	

- I. <u>POLICY</u>: An admission and orientation process shall be conducted immediately following the arrival of a juvenile to the facility.
- II. <u>DEFINITIONS</u>: None.

#### Initial Screening:

- 1. Prior to accepting a juvenile for admission, the Intake Staff will review the authorizing document for name, age, adjudication, and community offense. Court Orders should be reviewed for name and instructions.
- 2. If the Intake Staff has any questions about the authorizing document he/she should address them prior to allowing the transporting officer to leave. The juvenile should also be screened for injury, intoxication, and acute illness. Should the Intake Staff have any doubt about the physical or mental condition of a juvenile, he/she should call the Medical Staff for screening prior to accepting. Should no one from the Medical Staff be available, and the Intake Staff believes the juvenile needs medical attention, the Intake Staff shall refuse admission until he/she is presented with proper documentation from the transporting officer.
- B. Admissions Record: For each juvenile brought to the facility, an admissions record shall be completed. If a juvenile has had a prior admission, the admissions record should be updated. This record includes:

Chapter	Subject	Policy #	
RECEPTION, CLASSIFICATION AND TRANSFERS	Juvenile Admission Procedures	17.1	Page 2 of 5

## 1. Statistical Data:

- a. Name and alias.
- b. Height.
- c. Weight.
- d. Hair color.
- e. Eye color.
- f. Telephone number.
- g. Date of birth.
- h. Birthplace.
- i. Age.
- j. Sex.
- k. Race.
- 1. School.
- m. Grade.
- n. Person juvenile lives with.
- o. Parents' names, address, home and work numbers.
- p. All identifying marks, scars, tattoos, etc.

## 2. Offense Information: For each admission enter:

- a. Admission date date juvenile arrived.
- b. Time time into admissions office.
- c. Number from admissions log book.
- d. Juvenile Court of Placement.
- e. Admitted by name of admissions staff responsible for accepting the juvenile.
- f. Summary of offenses charges indicated on police record, petition, court order or bench warrant.

Chapter	Subject	Policy #	
RECEPTION, CLASSIFICATION AND TRANSFERS	Juvenile Admission Procedures	17.1	Page 3 of 5

- g. Discharge date date juvenile left facility; either from the admissions area, secure area, or non-secure services placement.
- h. Time time of release.
- i. Release Person/Agency:
  - To whom the juvenile is released,
     i.e., Department of Human Resources,
     parents, mother, etc.
  - (2) By whom the juvenile is released, i.e., name of admissions staff releasing juvenile.
  - (3) By whom the juvenile is authorized release, i.e., policy, juvenile court, etc.
- C. Orientation Process: The Admissions Staff shall treat the juvenile in a pleasant, courteous way, explaining each step for the admissions procedure clearly before beginning:
  - 1. Showering Process: The juvenile shall be escorted into the showering area; if a male juvenile, the staff member shall also be male; if a female juvenile, the staff shall be female.
    - a. Ask the juvenile to disrobe. Staff should label and record all personal clothing and its condition. Explain to the juvenile that if he/she prefers wearing facility clothes, his/her personal clothing will be laundered and neatly stored away, or else sent home, at the discretion of the juvenile. During this period the staff should look for possible disorientation problems, substance inclusion, cuts or marks, tattoos, etc. A record should be made of any remarkable physical characteristics noted during this time.

Chapter	Subject	Policy #	
RECEPTION, CLASSIFICATION AND TRANSFERS	Juvenile Admission Procedures	17.1	Fage 4 of 5

- b. Staff should give the juvenile toiletry articles:
  - (1) Wash cloth.
  - (2) Bar of soap.
  - (3) Clean towel.
  - (4) Comb.
  - (5) Toothbrush.
  - (6) Tube of toothpaste.
- c. After the shower, the juvenile should receive:
  - (1) A Juvenile Handbook.
  - (2) A shirt or blouse.
  - (3) A pair of jeans or shorts.
  - (4) An undershirt or bra.
  - (5) A pair of shorts or panties.
  - (6) Socks or stockings.
  - (7) Sneakers.
  - (8) Pajamas.
  - (9) A robe.
  - (10) A sweatshirt.

All of these articles shall be recorded in juvenile's admission file.

2. Juvenile Abuse or Neglect: During the admissions process, if abuse or mistreatment is apparent or suspected, the Chief Administrator should be notified immediately and appropriate actions should be initiated. If medical treatment appears to be necessary, treatment will be arranged promptly. (See Policy 1.13)

	Chapter	Subject	Policy #	
ı	RECEPTION, CLASSIFICATION AND TRANSFERS	Juvenile Admission Procedures	17.1	Page 5 of 5

- D. Health Screening: A health and dental screening shall be conducted on each juvenile within seven days of his/her arrival to detect any health problems needing immediate attention as well as to determine any ongoing health/dental care needs to be addressed in the juvenile's individual plan.
  - 1. Results of the health appraisal shall be provided to the classification team.
  - 2. If needed, dental services shall be provided to the juvenile.
- E. Records: A case file shall be established for each new juvenile which shall include:
  - 1. A case number.
  - 2. I.D. photograph of the juvenile.
  - 3. A list of approved visitors.

Effective Date	Approved By:



## RECEPTION AND RELEASE LOG

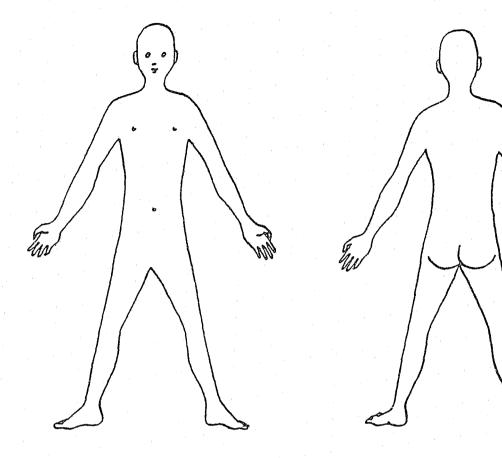
ounty of Residence	Admission #
harge(s) Against Juvenile (cite appropriate legal code	number, as well as charge)
IRST RECEPTION	
Date / / Weekday	Time : am/pm
From WhomName	
Received By	Title
IRST RELEASE	
Date/Weekday	Time : am/pm
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	Title Signature
Identification Verified By	Oriver's License, Agency ID, Etc.
	Released By
ECOND RECEPTION	
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From Whom	Title Agency
Name	Title Agency
Received By	Title
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back	
Released To Name	

## Sample Juvenile Training Schools

## ADMISSION SCREENING INTERVIEW

The staff member who initially admits each juvenile to the facility is responsible for filling in ALL sections of this form and for signing it. Any parts left blank must be explained in the comments section and a notation made in the Log that the form is incomplete. If the Juvenile's health condition warrants it, follow medical emergency procedures. (Juvenile's)

1.	English is the Juvenile's primary language: Yes[] No[] It is
2.	Does the Juvenile say he or she has a venereal or communicable disease, is pregnant, knows of any reason to immediately need medical help, or has rashes or infestations: Yes [ ] No [ ]
3.	Is the Juvenile presently using a prescribed medication, or taken <u>any</u> drugs in the last 8 hours: Yes [ ] No [ ]
4.	Is the Juvenile currently under treatment for an illness or injury: Yes [ ] No [ ]
5.	Is the Juvenile an epileptic or a diabetic: Yes [ ] No [ ]
	Medication present: Yes [ ] No [ ] Nurse notified: Yes [ ] No [ ]
6.	Have the Juvenile's parents been notified: Yes [ ] No [ ] Was the Juvenile offered two telephone calls: Yes [ ] Juvenile refused calls [ ] If Juvenile made calls, list the result:
	Called # ( ) Person to whom spoke
	Called # ( ) Person to whom spoke
7.	Was Juvenile fed: Yes [ ] No [ ] What:
8.	Was Juvenile informed of orientation process: Yes [ ] No [ ] Given Juvenile Handbook: Yes [ ] No [ ] Received explanation of rules and sanctions; rewards; visiting process: Yes [ ] No [ ]
9.	Did Juvenile receive a copy of personal property inventory: Yes [ ] No [ ]
10.	Was grievance procedure explained: Yes [ ] No [ ] Medical Services access: Yes [ ] No [
11.	Does Juvenile have medical/religious dietary need: Yes [ ] No [ ]
12.	Does Juvenile have body deformities, trauma markings, bruises, cuts, jerky movements, jaundice, skin rashes or exhibit abnormal behavior: Yes [ ] No [ ]
COM	MENTS
	Staff Signature Date



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Sample Policies and Procedures	Policy Number	Pages				
JUVENILE TRAINING SCHOOLS	17.2	4				
Chapter:	Related Standards:					
RECEPTION, CLASSIFICATION, AND TRANSFERS	ACA: 2-9385					
Subject:						
Personal Property						

- i. POLICY: To further program goal achievement and preserve a degree of personal identity consistent with facility safety and security requirements, juveniles shall be allowed to retain a reasonable amount of personal property.
- II. DEFINITIONS: None.

- A. Authorized Personal Property: The following personal property items may be retained by juveniles:
  - 1. Legal documents.
  - 2. Family pictures (not to exceed 10).
  - 3. Prescription eyewear.
  - 4. Dentures.
  - 5. Address book or list of addresses and correspondence.
  - 6. Value limitation shall prohibit possession of any article exceeding \$25.00; any article exceeding this limit must be approved in writing by the Chief Administrator.
- B. Personal Property Taken at the Time of Admission:
  - 1. The Assigned Supervisor shall collect items such as watches, rings, wallets, and other articles from the juvenile. All items shall be checked for contraband.

Chapter	Subject	Policy #	
RECEPTION, CLASSIFICATION	Personal Property	17.2	- 2 - <i>t</i>
AND TRANSFERS	reliand Troperty	1/•2	Page 4 of 4

- 2. Money will be placed in the strong box by the Assigned Supervisor and noted on the personal property card.
- 3. All property collected such as purses, suitcases, etc. will be tagged and listed on the juvenile's personal property card, including a description, and if applicable, the brand name. Those items stored either in the Assigned Supervisor's safe or in a storage room will be so indicated on the property card.
- 4. The Assigned Supervisor will have the juvenile sign the personal property card and will countersign and date the card.
- 5. The Assigned Supervisor must store all property prior to the end of the shift.
- C. Special Storage Items: Hazardous items which could start fires or inflict injury to self and others such as guns, bullets, large knives, fireworks, etc., must be stored separately and securely until proper disposition can be safely made.

#### D. Verification and Security of Property:

- 1. Following written completion of the juvenile property record form, the Assigned Supervisor shall complete the process in the presence of the juvenile. The Assigned Supervisor shall:
  - Address and seal the package(s) to be shipped.
  - b. Seal all boxes or cartons to be stored with clear identification of juvenile's name and date stored.
- 2. All property must remain in a securely locked area and/or under direct staff supervision at all times until it is delivered to the shipper or returned to the juvenile.
- 3. When a loss occurs an investigation shall be initiated. If personal property is not restored compensation will be made.

	Chapter	Subject	Policy #	
- 1	RECEPTION, CLASSIFICATION AND TRANSFERS	Personal Property	17.2	Page 3 of 4

## E. Unclaimed Personal Property:

- When a juvenile is released without claiming his/her personal belongings the Assigned Supervisor will complete an unclaimed items card. The juvenile's name, locker, status and a description of the items are to be recorded on the card.
- The Office Manager will review the card and notify the juveniles parents by phone and certified mail to claim the items within four weeks.
- 3. To claim the items, the juvenile or an authorized representative must sign both the face sheet and the unclaimed items card acknowledging receipt of the items.
- 4. If the items remain unclaimed after eight weeks, the Office Manager shall determine the approximate value of the items.
  - a. If the value of the items is judged to be less than twenty five dollars, the Office Manager will arrange for their disposition on a case by case basis.
  - b. Under no circumstances will any of these items, regardless of value, be converted to the personal use of any staff member.
  - c. Any amount of money left unclaimed will remain available for claim by the juvenile.
- 5. The disposition of the items will be recorded both on the unclaimed items card and the juvenile's complete folder.
- Unclaimed items valued in excess of twenty five dollars will remain the responsibility of the facility.
  - clothing in this category will be relocated to long-term storage and noted on the unclaimed items card and the juveniles's complete folder.

Chapter	Subject	Policy #	
RECEPTION CLASSIFICATION, AND TRANSFERS	Personal Property	17.2	Page 4 of <sup>4</sup>

- b. Valuables kept in sealed envelopes will remain on file in the administrative office.
- 7. The parents and aftercare workers of juveniles with unclaimed items will be contacted annually in an attempt to return the items.

Effectiv	e Date	Approved By:						
							1	

### Sample Juvenile Training Schools

	Date:
	Time:
Juvenile's Name:	
Charge:	
Admitting Staff:	
PERSONAL BELONGINGS (	LIST SUNDRIES
	f personal belongings to be correct.
Juvenile's Signature:	
Witness:	
I received personal property, t examined and find correct.	aken upon admission, which I have
Juvenile's Signature:	
Witness:	
Date:	Time:

# Sample Juvenile Training Schools PERSONAL PROPERTY SHEET

ELE	SSIC ASE		:						:				
						:	,				:	* .	
MONEY													
PERSONAL PROPERTY													
CLOTHING													

Sample Policies and Procedures	Policy Number	Pages
JUVENILE TRAINING SCHOOLS	17.3	2
Chapter:	Related Standards:	
RECEPTION, CLASSIFICATION, AND TRANSFERS	ACA: 2-0384;	2–9386
Subject:		
Reception and Orientation		

- I. POLICY: Newly admitted juveniles shall participate in a reception and orientation program for no longer than two weeks before being assigned to a regular program in the facility.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Reception Program: A daily program for newly admitted juveniles during which information is being gathered about the juvenile which will be used for classification of that juvenile.
  - B. Orientation: The systematic provision of information to a newly admitted juverile regarding the facility, its program, and expectations of juveniles.
  - Classification: A system to determine the treatment and security needs of committed juveniles and to assign them to programs according to their needs and the availability of resources.

#### III. PROCEDUPES:

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- A. Orientation: Newly admitted juveniles shall be provided with information about the facility, its programs, and the expectations of the juveniles. This information will be printed in a handbook which shall be given to the juvenile. Orientation shall include:
  - 1. Formal classes.
  - 2. Written descriptions of and discussions about the facility's rules, regulations, programs and services.
  - 3. Information concerning juvenile rights.

Chapter	Subject	Policy #		] .
RECEPTION, CLASSIFICATION, AND TRANSFERS	Reception and Orientation	17.3	Page 2 of 2	

- 4. Opportunity for staff observations of juveniles.
- 5. Serding of orientation materials to parents.
- B. Reception Program: The facility shall have a detailed schedule of activities available for juveniles during the reception period which shall include:
  - 1. Interviews with appropriate staff for the purpose of explaining the facility and its programs.
  - 2. Diagnostic testing for the purpose of developing an appropriate plan for the juvenile.
  - 3. Education programming, including optional reading materials.
  - 4. Work programming.
  - 5. Recreation programming which shall be at the same time as the general facility population.
  - 6. Optional attendance at religious services.

Estective Date	Approved By:						

### SAMPLE DOCUMENTATION OF ORIENTATION

Student Name			TYC#
Dormitory			Date
Cottage Director		4	
	:		
I have completed the 10 d	ay orientation program.	I have	been informed of m
rights and the rules and	guidelines of this facil	ity.	
Staff Signature			
Student Signature			

### SAMPLE ORIENTATION QUIZ

You will be asked to answer the following questions the last day of orientation. It is important that you listen to teh staff so that you may answer correctly. You may want to circle the answer you believe to be correct as you listen to staff.

1.	I have the right to file a grievance if I believe I have been mistreated.	T	F
2.	I have the right to make as many phone calls as I want.	T	F
3.	The state will pay the postage for 2 letters per week.	T	F
4.	I can carry as much money as I want to.	T	F
5.	I have a right to medical and dental care.	T	F
6.	I can be admitted to security if I completely disrupt programs and activities.	T	F
7.	My release date can be extended if I escape.	<b>T</b>	F
8.	I can fight any other student who bothers me.		F
9.	I must go to bed at the scheduled time.	$\{T_{i}, T_{i}\}_{i \in \mathcal{I}}$	F
10.	I must attend group meetings unless I am excused by a staff member.	<b>T</b>	F
11.	I may be reclassified if I cause bodily injury to staff.	<b>T</b>	F
12.	I have the right to visit with my family on-campus.	T	F
13.	I do not have to attend scheduled recreation activities.	<b>T</b>	F
14.	I am expected to follow the dress code.	T	F
15.	I can walk anywhere on-campus I want to.	T	F
16.	My personal possessions can be searched at anytime by staff.	T	F
17.	I am expected to obey staff instructions.	T	F
18.	I am expected to use the social skills.	T	F
19.	I cannot appeal my placement here.	T	F
20.	I am expected to complete my IPP goals.	$\mathcal{T}_{\mathcal{F}} = \mathcal{F}$	F



## SAMPLE ORIENTATION SCHEDULE

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:15 - 9:10	Outline of Orientation Program Review of Student Handbook	What is a Friend Do What is Asked	Attend While Sitting/ Standing Observe/Listen	Visitation On/Off Campus	Label What Can Hurt/Help
	Facility Rules Dorm Schedules				
9:10 - 10:05	Educational Testing Haircuts	Greeting Politeness	Special Services Committee	Asking/Answering Questions	Decide to Stay or Go
10:05 - 11:00	Educational Testing Haircuts	Eat a Meal	Pre-Helping Skills	Reviewing Day's Activities Decide Clothing/ Equipment	Decide What to Achieve
11:00 - 11:55	Tour of Campus	Clean Place Clean Self	Responding to Own/ Others Feeling Content	MSW, Security Program	Superintendent, Assistant Superintendent
11:55 - 1:15	Lunch	Lunch	Lunch	Lunch	Lunch
1:15 - 2:10	IPO Furlough	Chaplain	Principal	Recreation Supervisor	Volunteer Coor- dinator, Work Program,
					Grievance/Appeal Program
2:10 - 3:05	Business Office Monies/Trust Fund Support Services		Nurse	Psychologist	Skills Review Orientation Quiz

					1	:					Student's I	SAMPLE ORIENTATION CHECKLIST
		s									Name	TON
1							1					What is a Friend
1							1	1	1			Do What is Asked
							1	1				Facility Rules
			:									Greeting
			:					<del>  -</del> -				Dormitory Schedules
								1				Politeness
												Attending
												Clean Self
												Clean Place
												Eat a Meal
												Observe/Listen
	-											Student Handbook
			-					,				EUA
												Security Program
												Grievance/Appeal
												Responding
												Group/Levels/Point
												Asking Questions
	1											Reviewing Day's Activities
												Decide Clothing/ Equipment
	1	1							:			Label What Can Help/Hurt
												Decide to Stay/Go
												Decide What to Achieve
												Quiz
 			 	 		 <del></del>	 			 	 	



Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter: RECEPTION, CLASSIFICATION, AND TRANSFERS	Related Standards: ACA: 2-9383, 2-	9387 - 2-9393
Subject: Classification		

- I. POLICY: The facility shall have a written plan for classifying juveniles.
- II. <u>DEFINITIONS</u>: As used in this document, the following definitions shall apply:
  - A. Classification: A system to determine the security, treatment, and programming needs of juveniles and their assignments to housing units and programs.
  - E. Classification Team: Responsible for preparing a comprehensive assessment report. The classification team shall be composed of a counselor, a juvenile careworker, educational staff, medical staff, and a psychologist.

#### III. PROCEDURES:

- A. Newly admitted juveniles shall be evaluated by using information from the court of placement and information gathered from the facility's classification team.
  - 1. The facility shall receive pertinent information from the community worker.
  - 2. The facility's classification team shall supplement information provided from the community by using:
    - a. Diagnostic tests.
    - b. Behavioral observations.
    - c. Interviews.

Chapter	Subject	Policy #	
RECEPTION, CLASSIFICATION AND TRANSFERS	Classification	17.4	Page 2 of 3

- B. Admission Report: The classification team shall compile information into an admission report which shall include:
  - 1. Legal information.
  - 2. Social history.
  - 3. Medical, dental, and mental health histories.
  - 4. Vocational interest and experience.
  - 5. Educational status.
  - 6. Religious background and interests.
  - 7. Psychological evaluations.
  - 8. Recreational preferences and needs assessment.
  - 9. Level of security recommended.
  - 10. Special treatment needs.
  - 11. Other staff reports and recommendations.
- C. Assignments: The recommendations of the classification team shall determine the program assignments and type of housing necessary for the juvenile.
  - 1. Each juvenile shall be assigned to a daily schedule which shall be designed to help the juvenile meet the objectives outlined in his/her individual plan.
  - 2. No juvenile shall be kept in more secure status than is necessary.
  - 3. Each juvenile shall be assigned to a living unit which shall be most likely to meet his/her needs.
  - 4. The counselor assigned to that living unit shall be responsible for coordinating the individual plans of the juveniles assigned to him/her.

Chapter	Subject	Policy #	
RECEPTION, CLASSIFICATION, AND TRANSFERS	Classification	17.4	Page 3 of 3

### P. Special Needs Assignments:

- The classification team shall document the number, type, and frequency of commitment of juveniles exhibiting special needs. For example, persons who are:
  - Emotionally disturbed.
  - b. Mentally retarded.
  - c. Exhibiting symptoms of mental illness.
- 2. When there are sufficient numbers of special needs juveniles, special programs shall be developed to provide appropriate treatment.
- E. The classification team shall review each juvenile's progress in meeting the objectives of his/her individual plan at least monthly.
  - 1. Any change in the juvenile's individual plan shall be documented in his/her master file.
  - 2. The juvenile shall be included in discussions of possible treatment and program changes.
  - 3. The juvenile's counselor shall discuss the juvenile's individual plan with him/her and both will sign the written plan. Copies of the plan shall be:
    - a. Sent to the court of placement.
    - b. Flaced in the juvenile's master file.
    - c. Given to staff responsible for implementing the program.
  - 4. If the juvenile is dissatisfied with his/her program assignment or reassignment he/she shall be informed of his/her right to appeal this decision through the grievance process (See Chapter 13).

Effective Date	Approved By:	





Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 3
Chapter:  RECEPTION, CLASSIFICATION, AND TRANSFERS	Related Standards: ACA: 2-9394 -	2-9397
Subject: Transfers	NAC: 4.71; 4.7	<b>3</b>

- I. POLICY: Transfers between secure residential programs of similar and dissimilar security levels will be allowed by the parent agency provided due process rights of juveniles are safeguarded. Placement shall be made to the least restrictive setting.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Secure Unit: A living unit which provides services within a more restrictive setting than regular living units in the facility.

#### III. PROCEDURES:

- A. Transfer Between Secure Facilities: The decision to transfer a juvenile between secure residential facilities shall be made after he/she has been reevaluated by the classification team and recommendation for such a transfer has been made.
- P. Transfers to Less Secure Sites: The same process as is outlined above is necessary for the transfer of a juvenile from a secure to a less secure facility.
- C. Transfers from Less Secure to More Secure Units Within the Facility:



Chapter	Subject	Policy #	
RECEPTION, CLASSIFICATION AND TRANSFERS	N Transfers -	17.5	Page 2 of 3

- 1. Consideration for transfers from Jess secure to more secure units may occur only when the juvenile:
  - a. Poses a threat to himself/herself and/or others.
  - b. Demonstrates that he/she can not be controlled in the original living unit placement because of security.
  - c. Will receive services in the more secure setting which will outweigh the effects of a more restrictive environment.
- 2. Hearing: Before a juvenile may be placed in a more secure unit a hearing conducted by an impartial hearing officer may be held. In this hearing informal rules of evidence shall apply. A record of hearing shall be prepared. The juvenile shall:
  - a. Receive a written notice outlining the juvenile's behavior which warranted the hearing.
  - b. Be provided representation by the staff members of his/her choice.
  - c. Have the right to present evidence and call witnesses.
  - d. Be present during the hearing unless the hearing officer determines that it would he detrimental to the juvenile to hear specific testimony.
  - e. Be provided a written notice of the final decision.

### D. Medical and Mental Health Transfers:

1. All non-emergency medical (hospitalization) and mental health transfers shall occur in accordance with the provisions of state executive laws and mental hygiene laws.

Chapter	Subject	Policy #	
RECEPTION, CLASSIFICATION AND TRANSFERS	Transfers	17.5	Page 3 of 3

2. Emergency transfers for either medical and mental health reasons shall be in accordance with the policies already set forth in this manual. The Chief Administrator shall notify the court of placement and the juvenile's parents or guardians as soon as possible after the juvenile leaves the facility, but in no case should notification of this transfer occur later than the next business day.

### E. Administrative Transfers:

- 1 <u>Initial Classification</u>: A juvenile may be transferred as part of the initial classification process.
- 2. Crowding: A juvenile may be transferred with the approval of the Chief Administrator to relieve crowding in the facility.
- F. Transfers to Adult Correctional Agencies: Transfer of juveniles to adult correctional facilities shall be in accordance with state statute.
- C. Notification of Transfers: The court of placement and the juvenile's parents or guardians shall be notified within 24 hours after a transfer occurs.

Effective Date			Approved By:						

#### CHAPTER 18

#### RELEASE

### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-9394 through 2-9411

National Advisory Committee Standards 4.7

American Bar Association Standards 4.71 through 4.73

Effective release planning is an essential ingredient in the Corrections system -- an ingredient too often omitted from the daily schedule of activities.

Recognizing a need for and the importance of following precise release procedures, the user has been provided with guidelines suggesting the more important release steps to be taken prior to, and during, the release process.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 4
Chapter: RELEASE	Related Standards:  ACA: 2-9394 - 2	-9411
Subject:  Release Preparation and Release	NAC: 4.7 ABA: 4.71, 4.72	<b>,</b> 4.73

POLICY: Release preparation for a juvenile begins with the initial establishment of an individual treatment plan and is an ongoing process throughout the juvenile's stay in the facility. The juvenile's counselor is responsible for release preparation and ensures that all the facility's obligations to the juvenile have been met prior to release.

II. DEFINITIONS: None.

#### III. PROCEDURES:

- A. Release Preparation: When the juvenile is admitted to the facility a release plan shall be developed which should encompass the juvenile's individual program plan. The release plan shall include:
  - 1. Expected length of stay and specific treatment goals to be achieved while staying in the facility.
  - 2. Plans for continuing to meet treatment goals in the community.
  - Criteria, in written form, fcr the juvenile's release, which shall be explained to him/her verbally.
  - 4. Pre-release activities.

#### B. Release Hearing:

- Juveniles are scheduled automatically for hearing and review by the releasing authority when they are first legally eligible for release consideration or upon completion of prescribed programs.
- 2. The releasing authority has available, in writing:
  - a. The juvenile's prior history.

Chapter	Subject	Policy #				
RELEASE -	Release Preparation and Release	18.1	Page	2	of	4

- b. Events in the case since any previous hearings.
- c. The juvenile's progress in the facility which shall include:
  - 1) academic and vocational progress.
  - 2) treatment goals reached by the juvenile.
  - other services provided by the facility.
- d. The juvenile's medical history.
- 3. Changes in Release Date:
  - a. Early Release: The juvenile may be eligible for early release if he/she meets clearly defined criteria such as:
    - exceptional behavior in a community program.
    - 2) exceptional behavior in the facility.
    - 3) completion of a mutually agreed upon contract.
  - b. Delayed Release: If a delay of release is required the releasing authority will record the reason for the delay and fix a definite time for another release hearing.
- C. Release Procedures: The following procedures shall be completed by the juvenile's counselor and aftercare worker prior to the juvenile's departure from the facility:
  - 1. Verification of identity.
  - 2. Verification of release papers.
  - 3. Completion of release arrangements, including the person or agency to whom the youth is to be released; return of personal effects.

Chapter	Subject	Policy #		
RELEASE	Release Preparation and Release	18.1	Page 3 of 4	

4. Completion of any pending actions, such as grievances or claims for damaged or lost possessions.

### C. Specific Release Procedures:

- Juveniles who are nearing their release date shall be allowed special telephone, visitation, and leave privileges to establish future plans for education, employment, and/or living arrangements.
- 2. If the juvenile is being released to the family, the person accepting the juvenile must be identified by appropriate identification (picture I.D.). A custody acceptance form must be signed by the individual accepting the juvenile.
- 3. If the release is to an agency, agency personnel must show both appropriate identification and verification of authority to receive the juvenile. He/she must sign a custody acceptance form.
- 4. In either event, persons entering the facility to pick up a juvenile shall sign in the visitors log the date, time and purpose of their visit, and shall sign a custody acceptance form.

Chapter	Subject	Policy #	
RELEASE	Release Preparation and Release	18.1	Page 4 of 4

- 5. If the release is not to the parent(s) or guardian(s), such individual(s) shall be notified by telephone as soon after the release as is possible, that the juvenile has left the facility.
- out process, the releasing juvenile careworker shall ensure that no facility property is in the juvenile's possession, and that the inventory of juvenile's personal property is signed indicating he/she has received all possessions. The two juvenile signatures shall be compared to verify the juvenile's identity.

Ef	irctive Date	Approved By:
		·

### PRE-RELEASE SCHEDULE

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:00 - 12:00	Academic class or Work Program	n u	56 16	H lt	11 11
12:00 - 1:00	Lunch	0 11	11- 11	n u	II II
1:10 - 2:05 p.m. Group Topic	Orientation to Parole Levels	How to contact your P.O. (name, phone number, transportation to).	Going to school or get a job. Where to en- roll. Finding a job.	Are police more aware of me now? Can drinking/drug use make a difference?	What to do after work? Leisure resources at home or additional relevent topic discussion.
Discussion Leader	IPO	Dormitory Director	Principal/designee	Local police or MSW	Recreation Super. or Disc. Leader
2:10 - 3:05 Group Topic	Avoiding Revoca- cation, Repeat Offender Policy	You can't call Group! Using social skills with peers and parents.	What if I need medical services? Resources at home.	Dealing with sepa- ration anxieties.	What to do after school or work? Leisure resources at home.
Disscussion Leader	Asst. Super.	Dormitory Director	Nurse III	Psychologist	Recreation Supervisor

### Sample Juvenile Training Schools

### RELEASE FORM

NAME:	DATE:	TIME:
The person complet to initial the sec		listed below is required
1	juvenile is release Release determinati	onPolicyRequest of Nonsecure.
4.	Property returned.	
	Central file. B. Check written fo	ulled and placed in or any monies owed. or operty bag returned. ot located
5.	Release from Admiss	ions Log Book.
6.	Admissions card upd	lated and refiled.
7.	Release form comple	ted.
8.	Instructions for fo	orwarding mail:
taran da arang	have any pending acti	on, such as grievances or

### Sample Juvenile Training Schools

TEMP	ORARY	REL	EASES

Date	
vale	

Name	Reason	With Whom Title	Signature	Time Out Return
-				

SPECIAL INCIDENT REPORT

### CHAPTER 19

### CITIZEN INVOLVEMENT & VOLUNTEERS

#### COMMENTARY

This chapter encompasses

American Correctional Association Standards 2-92412 through 2-9420

National Advisory Committee Standards 1.41, 1.42

American Bar Association Standards 3.6

The sample policies and procedures are designed to establish an effective volunteer program. Users should be aware of the need for careful selection and training for all volunteer workers.

The volunteer program can enhance and expand the level of services in the correctional program.

Sample Policies and Procedures  JUVENILE TRAINING SCHOOLS	Policy Number	Pages 7
Chapter: CITIZEN INVOLVEMENT & VOLUNTEERS	Related Standards: ACA: 2-9412 - 2-	-9420
Subject:	NAC: 1.41, 1.4	2
Volunteers	ABA: 3.6	

- POLICY: This facility shall secure citizen involvement where feasible, to enhance and expand the services and programs offered to the juveniles. The use of volunteers permits increased personal contact for the juvenile, broadens community resources for the facility, increases public awareness of the juvenile corrections system and develops management skills among staff.
- II. <u>DEFINITIONS</u>: As used in this document, the following definition shall apply:

Volunteer: Any person who, of his/her own free will, provides goods or services to the facility with no monetary or material gain. The term volunteer includes regular, occasional and stipend volunteers, material donors and advisory councils. Volunteers are recruited to supplement and enrich, but not to substitute, activities and functions of staff of the facility.

#### IJI. PROCEDURES:

A. Recruitment and Screening: A screening and selection of volunteers shall be conducted by the Chief Administrator and Assistant Administrator for Program Operations, encouraging recruitment from all cultural and socio-economic segments of the community.

#### 1. Recruiting:

- a. Recruiting of volunteers is a staff responsibility under the supervision of the Chief Administrator.
- Recruiting efforts shall include civic organizations, appropriate education institutions and individuals.

Chapter	Subject	Policy #		
CITIZEN INVOLVEMENT & VOLUNTEERS	Volunteers -	19.1	Page 2 of 7	

### 2. Eligibility:

- a. Any person of good character, at least eighteen years of age and sufficiently mature to handle the responsibilities involved is eligible to become a volunteer.
- b. Ex-offenders may be accepted as volunteers, subject to approval by the Chief Administrator.
- c. Relatives of a juvenile may not serve as a volunteer with the juvenile to whom they are related or in the facility where that juvenile is detained.
- 3. Application: Prospective volunteers shall complete an application for volunteer service. The Assistant Administrator of Program Operations shall then interview the applicant to determine whether he/she will meet the needs and where the prospect's talent can be used. Volunteers shall provide professional services only when certified or licensed to do so. Following the interview, appropriate notes and/or recommendations shall be made and forwarded to the Chief Administrator of the facility. Volunteers shall agree in writing to abide by all facility policies, particularly those relating to screening and confidentiality of information. If rejected, an applicant shall be informed of the reasons.
- B. Training and Orientation: Prior to assignments each volunteer completes an orientation appropriate to the nature of his/her assignment.
  - 1. Approved citizen volunteers shall be briefed by the Assistant Administrator for Program Operations of all rules and procedures important to their effective functioning. Juveniles shall receive orientation designed to help them understand the role of volunteers, the limits of volunteers' authority, and the mutual responsibilities of the juvenile and volunteer before a working relationship is initiated.

Chapter	Sub!~ct	Policy #		
CITIZEN INVOLVEMENT & - VOLUNTEERS	Volunteers -	19.1	Page 3 o	7

2. All volunteers are expected to comply with facility rules and policy. The security of the facility and the safety of the juveniles, public and staff are the first priorities for all persons working in the facility. Staff always shall be courteous to all persons and treat resource persons with great respect. At the same time, resource persons are expected to extend courtesy and respect to facility staff. No persons in an intoxicated or drugged condition shall be allowed into the facility.

### C. Assignments and Duties:

- 1. Placement: Volunteers shall be placed by the Assistant Administrator on assignments based on their interests and capabilities. Examples of the assignments are:
  - a. Individual counseling.
  - b. Drug therapy.
  - c. Family counseling.
  - d. Vocational training.
  - e. Tutoring.
  - f. Staff assistance.
  - g. Switchboard.
  - h. Religious activities.
  - i. Legal aid.
  - j. Consultation.
  - k. Group counseling.
  - 1. Visiting.
  - m. Academic teaching.
  - n. Pre-release training.
  - o. Library assistance.

Chapter	Subject	Policy #	
CITIZEN INVOLVEMENT & -	Volunteers	19.1	Page 4 of 7

- p. Clerical work.
- q. Speakers bureau.
- r. Individual sponsorship.
- s. Crafts training.
- t. Advisory committee.

### 2. Volunteer Code of Ethics: The volunteer:

- a. Keeps confidential matters that are confidential.
- b. Interprets "volunteer" to mean that he/she has agreed to work without compensation in money, but having been accepted as a volunteer worker, expects to work according to the same standards as permanent staff.
- c. Maintains an attitude of open-mindedness; is willing to be trained.
- d. Complements work of staff and assists in developing good teamwork.
- e. Maintains professional attitude toward volunteer work; accepts obligation to the work, to those who direct it, to colleagues, to those for whom it is done, and to the public.
- f. Accepts differences in people in terms of cultural or economic background, race, religion and values.

### D. Volunteer Identification and Control:

- 1. Volunteer identification card pictures shall be taken on a pre-arranged date.
- 2. Volunteer identification passes automatically expire in one year. The Assistant Administrator shall check expiration dates and make arrangements for renewal if indicated.
- 3. Identification cards on all volunteers should be maintained in personnel files.

Chapter	Subject	Policy #		
. CITIZEN INVOLVEMENT & - VOLUNTEERS	Volunteers	19.1	Page 5 of	7

- 4. When deemed necessary to the security of the facility, any individuals may be requested to submit to a search.
- 5. Discovery of contraband shall result in detaining the person having such contraband in his/her possession. Supervisory staff shall be notified as well as the local police department.
- 6. The facility administration has both the authority and responsibility to deny access to the facility to any person whose presence is believed to jeopardize the order, security or safety of the facility, access to the facility. The responsible person taking such action shall submit a written report of circumstances to the Chief Administrator.

  The Chief Administrator shall affirm or rescind the action and determine conditions of reinstatement.

### E. Supervision and Evaluation of Volunteers:

- 1. The Assistant Administrator shall coordinate and supervise the volunteer program. The Chief Administrator and Assigned Supervisors shall work with the Assistant Administrator to provide adequate control and coordination of the activities of the volunteers as well as assist in evaluating programs with which they are involved.
- 2. Any staff member to whom a volunteer is assigned shall be that volunteer's direct supervisor and shall:
  - a. Provide the volunteer essential information and orientation to the facility and section.
  - b. Complete and revise the volunteer agreement forms.
  - c. Inform the volunteer of expectations and in what areas, if any, the volunteer may make personal and final decisions.
  - d. Provide thoughtful, effective training.
  - e. Recognize and demonstrate appreciation of progress in the volunteer.

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- f. Respect the volunteer's honest opinion and accept constructive suggestions.
- g. Offer confidential information with the volunteer to assist his/her completion of the assignment.
- h. Share confidential information with the volunteer to assist his/her completion of the assignment.
- i. Send volunteer monthly time report forms to the Office Manager.
- j. Meet with volunteers on a regular basis.
- k. Complete and submit volunteer evaluation forms.
- F. Termination of Volunteers: Administration curtails, postpones or discontinues the services of a volunteer or volunteer organization when substantial reasons for doing so exist. Any of the following reasons may warrant this action:
  - 1. Breach of confidentiality.
  - 2. Unlawful conduct or breach of facility rules and regulations.
  - 3. Physical or emotional illness.
  - 4. Inability to cooperate with the staff.
  - 5. Activities which threaten the order or security of the facility or the safety of the volunteer.

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- 6. Erratic, unreliable attendance.
- 7. Unsatisfactory service.

Effective Date	Approved By:

### Sample Juvenile Training Schools

### VOLUNTEER AGREEMENT

I,	· ·	volunteer to serve as
· · · · · · · · · · · · · · · · · · ·	for the {Sample Juve	enile Detention Facility).
	a volunteer, under the direct : agree to:	supervision of the Shift Super-
1.		from
		(days)
	(time) to (time)	
2.	Undergo a training period.	
3.	Learn supportive procedures for	or:
	a. Intake	
	b. Juvenile Confrontations	
	c. Fires and Emergencies	
The	facility agrees to provide:	
1.	On-site training.	
2.		
3.	Periodic Review and Evaluatio	n of Performance.
	(signature of volunteer)	(date)
	(Director's signature)	(date)