

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

**A. GENERAL INFORMATION**

1. Date

August 5, 2019

2. Department

Department of Youth and Community Restoration

3. Organizational Placement (Division/Branch/Office Name)

Division of Juvenile Justice

4. CEA Position Title

Deputy Director of Training, Enrichment and Development

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

The Deputy Director of Training, Enrichment and Development will provide leadership and direction for not only the training academy but for staff, youth and family enrichment programs. The Deputy Director will be critical for the new department to establish its own independent academy which is a foundational step toward a new entity which focuses on best practice standards of training for a juvenile justice population.

6. Reports to: (Class Title/Level)

Chief Deputy Director

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- 1st
- 2nd
- 3rd
- 4th
- 5th (mega departments only - 17,001+ allocated positions)

## B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The Deputy Director of Training, Enrichment and Development will provide leadership and direction for not only the new training academy but for staff, youth and family enrichment programs. The Deputy Director will be critical for DJJ to establish its own independent academy (the new Pre-Service Training Institute) which is a foundational step towards a new entity which focuses on best practice standards of training for a juvenile justice population. By hiring the Deputy Director early in the transition, this position would be responsible for ensuring that the DJJ academy meets the current best practice standards of training specifically for a juvenile justice population, including creating a training model that cultivates in its staff the qualities essential to working with high-needs youth.

Above and beyond the new Pre-Service Training Institute, this Deputy Director will also be implementing a new staff, youth and family enrichment environment. These will have instructors not only from within the department, but outside colleges, subject matter experts and community participation.

\*Oversee and monitor all departmental employee apprenticeship programs ensuring programs are provided for various classifications.

\*Develop and oversee the youth mentoring and youth apprenticeship programs to help youth re-enter the community.

\*Develop and oversee the new staff internship program for the new department, which will serve as a training, recruitment and retention opportunity for the department.

All of these areas are essential in assisting youth in gaining skills to aide in a successful transition back to their communities and provide cutting-edge training opportunities for staff, youth and the community. These will be ongoing areas in which the Department will enhance as it transitions to the new agency.

**B. SUMMARY OF REQUEST (continued)**

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The Deputy Director of Training, Enrichment and Development is responsible for statewide policy development, recommendations and operational performance of functions that are critical to the success of the new department's mission. The Deputy Director is directly responsible for all staff training and development along with staff enrichment to help insure that right trained staff are delivering the proper trauma treatment for the youth. This will include setting up the new Pre-Service Training Institute.

In addition, this Deputy Director will also develop, implement and be responsible statewide for the training and enrichment of volunteers, families and youth.

The adolescent brain develops in response to experiences with caregivers, family, and the community, and the quality of those experiences affect whether a child will develop a strong or weak foundation for all future learning, behavior, and health. (Center on the Developing Child at Harvard University, 2007). While some of these areas are new to the department, all of these areas are essential in assisting youth in a successful transition back to their communities and are areas in which the Department will enhance. The training and enhancement of staff will be critical in delivering the right treatment.

**B. SUMMARY OF REQUEST (continued)**

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The Governor's 2019-2020 Budget Summary included a proposal to move the Division of Juvenile Justice from the California Department of Corrections and Rehabilitation and establish a new department under the California Health and Human Services Agency.

Over the past few decades, research on what works to improve juvenile justice outcomes has grown. This body of research has provided a framework for reform, enhancements, or refinement of current systems, highlighting the important need to distinguish between adult corrections and juvenile strategies. Most importantly highlighting that an over reliance on get-tough polices and altering the juvenile justice system to become more "adult-like" is not effective in promoting change or reducing recidivism.

Beyond the challenges of typical adolescent development, a growing body of research also indicates that maltreatment can alter brain functioning and consequently affect mental, emotional, and behavioral development. The brain develops in response to experiences with caregivers, family, and the community, and the quality of those experiences affect whether a child will develop a strong or weak foundation for all future learning, behavior, and health. (Center on the Developing Child at Harvard University, 2007) A traumatic experience such as abuse or neglect can profoundly impact a child's brain development. The term Complex Trauma is used to describe a child's exposure to multiple traumatic events, typically interpersonal trauma, and the long-term impact of this exposure is chronic, severe, and typically at the hands of caregivers during key stages of development. Complex Trauma has a profound effect on development, behavior, emotional functioning, cognition, and relationships.

Adolescents involved in the juvenile justice system need caring adults to support them in internalizing information, learning from their experiences as well as to provide the resources needed for them to develop into healthy and successful adults.

Moving the DJJ under CHHS better aligns with DJJ's rehabilitative mission and its core values of providing trauma-informed and developmentally appropriate services to youth and young adults in California's state juvenile justice system in order to support a youth's transition into the community and prevent them from entering the adult system.

The Deputy Director of Training, Enhancement and Development will provide leadership and direction for Staff, youth family and volunteer training and enhancement. This Deputy Director will also be responsible for the critical areas of employee apprenticeship, the new Pre-Service Training Institute, youth peer mentors, and staff internship opportunities. All of these areas are essential in assisting youth in a successful transition back their communities and are areas in which the Department will enhance.

### **C. ROLE IN POLICY INFLUENCE**

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The Deputy Director of Training, Enrichment and Development will be the principal policy maker for the department in all aspects of training for staff, youth, and community partners. The statewide impact of these areas is profound, affecting not only staff training, development, retention, and promotion, but most critically, the training of staff to deliver the evidence-based interventions to the youth in order to enhance rehabilitation and eventually reduce the risk to recidivate and create a safer California. This program has been identified by stakeholders in the Governor's office and legislature as a critical area for the success of the new Department.

Historically, DJJ has utilized a hybrid of training requirements outlined in Chapter 3, Article 18 and 19, of CDCR's Department Operations Manual (DOM) and the unique training needs specific to working with youth in DJJ. However, with the transition of DJJ into HHS, policy and regulations related to training must be recreated, revised and tailored to the new requirements of the new department. This will involve several key areas such as 1) the new Pre-Service Training Institute (PSTI), which replaces the Basic Correctional Juvenile Academy, 2) ongoing in-service training and on the job training (IST/OJT), 3) Youth Intervention trainings (e.g., Cognitive Behavioral Interventions for Substance Abuse), 4) numerous staff development requirements (e.g., supervisor and manager training, leadership training) and 5) the inception of the Enrichment services training, which may include college courses, seminars, trainings for family and community members, internship and practicum opportunities. Policy and regulations will be required for each, and must balance CPOST standards, Penal Codes, Welfare and Institutions Codes, Farrell remedial plans, future legislation, and reflect evolving evidence based practices.

This Deputy Director will also serve as a subject matter expert working closely with the Department's Policy Unit in the development and formulation of policies in other substantive areas, including, but not limited to: employee wellness, succession planning and personnel matters. The position will also be involved in the revision of all policies for the department in determining the training needs of each policy and how to most effectively ensure that interested and impacted areas are educated on policy changes.

Finally, this position will play a pivotal role in the transition process for DJJ from CDCR to the CHHS, providing expertise, feedback and strategic guidance to help meet the new Department's current and future needs.

**C. ROLE IN POLICY INFLUENCE (continued)**

**13. What is the CEA position's scope and nature of decision-making authority?**

The Deputy Director of Training, Enrichment and Development will exercise decision-making authority in all areas related to Staff development, enhancement and training. This authority will also include the formulation, recommendation and implementation of laws and polices related to Staff enhancement and training or the new Pre-Service Training Institute.

This Deputy Director will also be responsible for planning, organizing and evaluating several other program areas related to the positive development and enrichment youth, volunteer and families. These program areas include Youth and family enrichment, youth peer mentor and apprenticeship.

A key role of this Deputy Director will be to serve as statewide representative of the department when developing and enhancing internships, foundational training and employee apprenticeship programs. Decisions made by this Deputy Director will directly impact the reputation and credibility of the department.

Finally, this position will play a pivotal role in the transition process for DJJ from CDCR to the CHHS, providing expertise, feedback and strategic guidance to help meet the new Department's current and future needs.

**14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?**

Due to the transition and establishment of a new department, this Deputy Director will develop, revise, enhance and implement new policies. As the new department transitions, many policy decisions will need to be made and implemented. This Deputy Director will be required to collaborate with outside entities to ensure polices developed serve not only the department's stakeholders, but benefit the youth as well. This Deputy Director will also advise the executive management team of potential partnerships and make recommendations for new programs, training and policies. The Deputy Director will also be establishing policy and procedures for the new Pre-Service Training Institute.