

# SANCTIONS

## UPDATE

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*The Honorable  
William J. Lavery,  
Chief Court  
Administrator  
addressing a CSSD  
graduating class at  
the Supreme Court*

## CSSD's TRAINING ACADEMY

*The Judicial Branch's Court Support Services Division (CSSD) is proud of its reputation as a national leader in developing innovative and effective programs for criminal justice, juvenile justice and family services. For programs to be implemented responsibly, strong administration must be coupled with effective and thorough staff training. CSSD has recently released its Training Academy annual report for FY06, which documents the remarkable growth and expansion of both required and elective training opportunities for staff at all levels over a very short period of time.*

The Academy began its life by facilitating the separate and distinct training requirements that existed within each of its five units. The Academy has evolved to become the major, coordinating training vehicle not only for all CSSD service units, but also for CSSD-contracted agencies.

## Letter from Judge Lavery

*The Judicial Branch's CSSD Training Academy accomplishments since 1999 have been exponential. The Academy has taken what used to be separate training initiatives for each of the five Court Support Service Division (CSSD) units, and combined them under one roof to address and enhance the training needs of all CSSD staff and contracted agencies. An astounding 55,915 hours of training were provided in FY06 to 11,409 participants, and on any given work day approximately four training classes were in session.*

*Responsible staff training is essential to yielding results that build on the best practices, quality assurance and attendant program delivery that CSSD players work so hard on a day-to-day basis to achieve. The success of this training is thanks, in very large part, to CSSD's adjunct trainer model, whereby staff supplement the extensive hours they already spend in their own job with providing training to peers.*

*Moreover, the Academy's training advisory committee (TAC) structure ensures that programs are reviewed, evaluated and expanded to meet new needs on an ongoing basis. The Academy started with one overall training advisory committee, and now has TACs for each unit. This is an impressive committee initiative.*

*The Hon. William J. Lavery  
Chief Court Administrator*

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# BACKGROUND AND EVOLUTION

## THE CONTEXT

CSSD's Training Academy was founded in 1999, charged with providing training for CSSD's five core programs/units:

- Adult Probation Services
- Bail/Intake, Assessment and Referral (IAR) Services
- Family Services
- Juvenile Detention Services
- Juvenile Probation Services

Since that time, the Training Academy's full-time staff has grown to nine, including Jim Greene, deputy director of program and staff development, and Jim Sullivan, academy manager.

*"We continually appreciate what the adjunct trainers do. They are our core. They provide the bulk of the training, even though, in addition, they have to do their job and attend other training sessions themselves."*

WILLIAM H. CARBONE  
EXECUTIVE DIRECTOR  
COURT SUPPORT SERVICES DIVISION

### THE FOLLOWING CHART INDICATES THE SUBSTANTIAL STRIDES TAKEN IN PROVIDING TRAINING OVER THE PAST FOUR YEARS ALONE:

OVERALL TRAINING SUMMARY DATA	FY03	FY04	FY05	FY06
Training Academy (Training Hours)	15,819	42,517	51,156	55,915
CSSD Employee Participants	1,094	1,222	1,304	1,356

## THE ACADEMY'S ROLE

The Academy provides a broad, coordinated range of services: pre-service and in-service training, training of in-house adjunct trainers, training evaluation, support for each unit's advisory committees, close coordination with CSSD's best practices unit (CSSD's research arm), and graduation and accreditation ceremonies. When appropriate, the Academy contracts with, supervises and oversees the consultants and content experts who both help train staff from private non-profit agencies who serve CSSD clients, and supplement required training for CSSD staff through elective courses.

# TRAINING

The training is described below in two sections:

### 1. THE MODEL FOR SERVICE PROVISION

The model includes three core components that contribute to the success of the Academy's expanded training efforts: an adjunct trainer model; unit-specific advisory committees; and collaboration with other agencies and content experts.

### 2. HIGHLIGHTS OF THE PROGRAM TRAINING COMPONENTS

The Academy offers pre-service, in-service, and leadership management training for each of the five units, as well as relevant training for CSSD-contracted agencies.



*Adjunct instructor Natalie Travers from Adult Probation uses role play to reinforce motivational interviewing techniques with probation officers*

## THE MODEL

There are three core components to the Academy's model that are fundamental to its success:

### ADJUNCT TRAINER MODEL

### UNIT-SPECIFIC ADVISORY COMMITTEES

### COLLABORATION WITH NON-CSSD AGENCIES AND CONTENT EXPERTS

#### ADJUNCT TRAINER MODEL

The adjunct trainer model is the core of the Academy. Given the vast expansion of the training curricula, the seven-person Academy staff could not possibly conduct all of the training themselves. Instead, they recruit, train and organize "adjunct trainers" -- content experts from within the five units. These adjunct trainers are the people in the field day to day who best understand the problems and challenges of the job. This cadre of CSSD trainers is joined by outside trainers who are contracted or affiliated with other agencies outside of CSSD.

For pre-service training, approximately 75 percent of the trainers are adjunct CSSD

staff. For in-service training, the percentage changes to approximately 50 percent. The use of outside consultants not only provides a menu of elective courses that expands the horizons of both new and existing staff, but also allows the Academy to respond to issues as they present and to develop targeted training for specific needs or trends in a timely fashion, e.g. mental health and addiction.

#### TRAINING ADVISORY COMMITTEE (TAC) STRUCTURE

The Academy has developed training advisory committees (TACs) for each of the five units to help in the planning, oversight and evaluation of the units' unique training needs. The TAC reviews and evaluates the training activity of the previous year, analyzes new best practices findings, and designs the upcoming year's core curricula. In addition, it reviews and amends offerings on a quarterly basis. This is a dynamic, not a static group.

Each unit's TAC membership comprises representatives from line staff, mid-management, upper management, and outside resource agencies. At a minimum, there are one to two Academy staff on each

committee, and from five to 10 content experts from relevant disciplines. The TACs have become the major vehicle for how the Academy plans and provides training within each discipline.

#### COLLABORATION WITH NON-CSSD AGENCIES AND CONTENT EXPERTS

Interagency collaboration is the third strength of the Academy. CSSD's primary collaborative training partner is the Training and Resource Center of Community Solutions, Inc. (CSI). CSSD and CSI offerings are enhanced and supplemented by trainers from a broad variety of sources, e.g., the Department of Children and Families (DCF), the Department of Mental Health and Addiction Services (DMHAS), and content experts from academia and the field. In addition, private not-for-profit agencies -- both service-specific community agencies and CSSD client providers (e.g., Alternative Incarceration Centers (AICs) -- participate and lend staff. Collaboration in program planning also occurs in coordination with groups and organizations, that include:

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Connecticut Superior Court Judges; Judicial Legal Services and Court Operations staff of the Judicial Branch; the United States District Attorney's Office; the State Attorney General's Office; the American Probation and Parole Association (APPA); the American Correctional Association (ACA); and the Connecticut Bar Association.

## HIGHLIGHTS OF THE PROGRAM TRAINING COMPONENTS

An impressive 55,915 participant hours of training were provided in FY06. On any given work day approximately four training classes were in session. Following is an overview of that training, broken down in three different ways:

### AREAS OF TRAINING

There are three levels of training: 1) pre-service training is required for new hires and is sequential; 2) in-service is mandatory for a certain number of hours, and elective after that; and 3) leadership management workshops are required for certain administrative positions and offer training in a broad range of skills that will help ensure effective program development and oversight.

#### 1. Pre-service Training

All new employees begin with the Judicial Branch's introductory course offerings encompassed by Focusing on Justice and The Diversity Advantage. Pre-service training is a mix of instructor-led training, coupled with on-the-job training. It is intensive, sequential and comprehensive. Although requirements vary from unit to unit, each of the five units offers several hundred hours of pre-service training. For example, newly-hired juvenile probation officers underwent an 18-day pre-service training in FY06. Whenever

possible, hirings are done around a central time, so sequential trainings can be coordinated. Additionally, a two-day core training program is provided for all staff new to CSSD. This consists of an administrative and operations overview of CSSD functions, along with policy review on: employee conduct, sexual harassment, blood borne pathogens, workplace safety, performance appraisal and discipline and team building.

#### 2. In-service Training

CSSD policy prescribes the number of training hours each of the units receive, and the training advisory committee designs the curriculum to fulfill that requirement, continually reviewing and modifying it throughout the year. Management reviews and approves those courses. In addition to the mandatory requirements, the Academy offers a menu of different elective options through a variety of training resources. The Academy is continually developing new and different trainings that address short- and long-term unit and agency needs, and that respond to the geographic and environmental needs of the staff. For example, after a recent spate of shootings and violence, trauma education offerings were designed and offered to juvenile probation officers in urban areas.

#### 3. Leadership Management

Leadership management training is provided to all CSSD personnel promoted to supervisory or managerial positions. Ten days of training are required in areas of coaching, mentoring, and sensitivity to potential workplace diversity and sexual harassment concerns. This initiative is coordinated with the Superior Court Operations Division and is a key area for further growth.

## TRAINING FOR THE FIVE PRIMARY CSSD UNITS:

The FY06 training highlights in CSSD's five units included:

#### 1. Adult Probation Services

For the seventh year in a row, the volume of training conducted for adult probation officer (APO) staff increased, reaching an all time high. During FY06, adult probation staff training hours (pre- and in-service combined) peaked at 24,242 hours and accounted for nearly half of the 55,915 training hours conducted for all CSSD staff. A group of 120 trainees completed APO pre-service training and intensive on-the-job field orientation. The Adult Risk Reduction Training initiative is an integrated approach that is at the core of skills training for probation. Training was provided on: 1) conducting assessment of the client's risk/need using the Level of Service Inventory (LSI) and Adult Substance Use Survey (ASUS); 2) using motivational interviewing techniques with probationers to motivate change; and 3) formulation of a case plan to match the needs of the probationer with the appropriate services. Additionally, several days of skills based training on officer safety is provided.

#### 2. Bail/Intake, Assessment and Referral (IAR) Services

There were sixteen (16) hires in Bail/IAR in FY06. Each went through a six-day pre-service training program that totaled 768 participant hours. In addition, CSSD policy calls for 24 hours of in-service training. The training advisory committee, in consultation with CSSD's best practices unit, significantly enhanced both the pre- and in-service curricula, especially in two skills areas: jail reinterview, and assessment/triple



*Charlene Shepard, Training Academy staff presenting Handle with Care /Safety techniques for Juvenile Probation Officers*

diagnosis of chemical dependency, mental illness and criminality. Training also involves the pre-trial process, interviewing techniques, assessment, pre-trial diversion, domestic violence and contracted services.

### **3. Family Services**

Thirteen (13) new family relations counselor trainees were hired and each attended 184 hours of pre-service curricula, covering such topics as: child development and support, mediation, interviewing children, court testimony, family and domestic violence, and the impact of divorce and custody issues on adults and children. In-service training was provided by nationally recognized experts in the divorce and domestic violence fields, primarily in the areas of: working with victims of domestic violence; risk assessment and typologies of abusive men; sexual abuse allegations in custody disputes; and remedies for survivors of violent crimes.

### **4. Juvenile Detention Services**

Seventy (70) newly hired juvenile detention employees received comprehensive instruction in policy

review, management and supervision of juveniles, security procedures, child and adolescent development, mental health issues, first aid/CPR, and suicide prevention. In addition, all full time and per diem personnel were offered the 40-hour in-service training. As a result of the detention advisory committee input, the Academy also launched two new training programs:

- A Challenge Education train-the-trainer course for staff supervising detained populations. Through a hands-on educational model using portable equipment and props, staff are empowered to share a learning and recreational experience with adolescents that is positive, meaningful, and relevant.
- A 24-hour in-service training program for classification program officers. This was a targeted job-class-specific enhancement that focused additional training on: 1) assessment; 2) overview of adolescent disorders; and 3) treatment options/strategies focused around mental health issues.

### **5. Juvenile Probation Services**

Pre- and in-service trainings have been designed to respond to the 2005 “Emily J.” court-ordered settlement agreement that has created the beginnings of a “wraparound” approach to community supports and services for children in Connecticut’s juvenile justice and DCF systems. In preparation for a 2007 Juvenile Risk Reduction Project (JRRP) rollout, a series of focus groups and assessment trainings were conducted. A comprehensive risk reduction curriculum for all juvenile services staff is expected to be implemented in early 2007. The 40-hour JRRP training will include five areas to be integrated: Juvenile Assessment Generic booster; motivational interviewing techniques; strength-based practices; assessment application skills in administering both the Juvenile Assessment Generic (JAG) and the Massachusetts Youth Screening Instrument (MAYSI-2) assessment tools; and case planning skills.

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### CONTRACTED TRAINING

#### Community Solutions, Inc.

The primary non-CSSD agency provider contracted to provide training for adult and juvenile services is Community Solutions, Inc. (CSI), a Connecticut-based organization that provides service, treatment and training. Highlights of FY06 CSI trainings included:

#### CSSD Employees and Private Provider Staff

Working in tandem with CSSD's best practices unit, CSI offers a menu of training options every quarter. Their offerings blend their training expertise with best practices research to address CSSD-identified needs and trends. Most of their offerings supplement the pre- and in-service requirements of the CSSD units. Both CSSD and private sector staff can avail themselves of the CSI elective offerings as well. Offerings include courses on Frameworks and the eight principles of effective interventions, alcohol dependence curriculum, psychology of sex offending, substance abuse assessment, and diagnosis and developmental learning psychology.

#### Alternative Incarceration Center (AIC) Staff:

Private provider AIC staff received training from CSI and national and local experts for a total of 13,213 participant hours. More than 250 staff were trained. This initiative involved 18 days of a core curriculum for all AIC intervention

specialists. Courses included: Frameworks for effective interventions; CSSD policy overview; motivational interviewing techniques; criminal thinking; risk & needs assessments; cognitive behavioral therapy; reasoning & rehabilitation; and treating alcohol dependence.

#### Adult Probation Risk Reduction Project Training Program

CSSD's Adult Probation Risk Reduction Program was led by CSI, with input from national and local experts. The program provided over 16,150 participant training hours to all levels of the adult probation staff, focusing primarily on motivational interviewing techniques, administration of CSSD's LSI-r/ASUS-r assessment tools, and case planning. Regional training sites were developed throughout the state to minimize driving and maximize training potential.

### CONTENT EXPERTS

CSSD contracts with national experts from a variety of disciplines and content areas. They interact with each other in synergistic ways on both CSSD, inter-agency and inter-academic levels. Each of them works in coordination with the respective training advisory committees, and with the CSSD best practices unit, which has done research in advance of curriculum development. ■

# GRADUATION Ceremonies & Accreditation

### GRADUATION CEREMONIES

The Training Academy recognizes and celebrates the hours and commitment that staff dedicate to training – both on the part of those receiving the training, and those providing it. The Academy coordinates functions that acknowledge and honor these graduates. Four graduations – three of them at the State Supreme Court -- have been held this year for 235 new-hire graduates. Family members, adjunct trainers and CSSD administration attend as well, and each graduate receives a certificate and photo of the ceremony. The adjunct trainers are recognized and receive certificates for their contributions to the pre-service training program. The Branch's Chief Court Administrator, administrative judges and other distinguished guests congratulate the graduates on their achievements and provide words of wisdom for their future endeavors.

### ACCREDITATION

CSSD's training activities and efforts in adult probation have been validated by accreditation from the American Correctional Association (ACA). During FY06, CSSD developed a new comprehensive adult probation staff training policy in order to conform to ACA's 22 training standards. In the summer of 2006, after an extensive adult probation accreditation process, ACA auditors reported that the Academy met or exceeded all training related standards for adult probation staff training, and commended the Academy for excellence in adult probation staff training. 🍷

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# ACADEMY *Training Staff*

*The Academy's training staff content expertise comes from a variety of disciplines in order to encourage interaction and communication within the agency.*

*Academy staff includes:*

- ☛ **Jim Greene** – Deputy Director of Program and Staff Development
- ☛ **Jim Sullivan** – Academy Manager
- ☛ **Alan Hyla** – CSSD Program Manager
- ☛ **Edward Chmielewski** – Adult Chief Probation Officer I
- ☛ **Brenda Westberry** – Adult Lead Probation Officer
- ☛ **Timothy Peiffer** – Juvenile Detention Deputy Superintendent
- ☛ **Priscilla Haynes** – Lead Juvenile Detention Officer
- ☛ **Charlene Shepard** – Juvenile Probation Officer II
- ☛ **Meryl Berger** – Administrative Assistant



*Staff of the CSSD Program and Staff Development Unit:  
Seated: Brenda Westberry, Charlene Shepard, Meryl Berger, Priscilla Haynes.  
Standing: Ed Chmielewski, Jim Sullivan, Tim Peiffer, Alan Hyla, Jim Greene.*

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**ANYONE WISHING TO CONTRIBUTE ARTICLES OR IDEAS FOR ARTICLES TO THE SANCTIONS UPDATE ARE INVITED TO CONTACT JIM GREENE AT THE COURT SUPPORT SERVICES DIVISION AT 860-721-2175 EXT 3110.**

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## ALTERNATIVE SANCTIONS PROGRAMS AND PROVIDERS IN CONNECTICUT

### ADULT PROGRAMS

**Access and Visitation**  
AMPS, Inc.

**Adult Behavioral Health Services**  
Barbara Grover

Community Health Resources  
(aka: North Central  
Counseling Services, Inc.)

Community Prevention and  
Addiction Services, Inc.

Connecticut Renaissance, Inc.

The Connection, Inc.

Family Re-Entry, Inc.

Hockanum Valley Community  
Council, Inc.

Midwestern CT Council on  
Alcoholism (MCCA)

Morris Foundation, Inc.

Natchaug Hospital

Network Connecticut, Inc.

New Directions, Inc. of  
North Central Conn.

Perception Programs, Inc.

Regional Network of Programs

Rushford Center, Inc.

Southeastern Council on  
Alcoholism & Drug  
Dependence, Inc. (SCADD)

Stonington Institute

Wheeler Clinic, Inc.

**Adult Mediation Services**  
Community Mediation, Inc.

Community Partners in Action  
Dispute Settlement Center, Inc.

**Adult Risk Reduction Center**  
Wheeler Clinic, Inc.

**Adult Sex Offender Treatment Services**  
The Connection Inc.

**Alternative Incarceration**  
Center Services

Community Partners in Action

Community Renewal Team

The Connection, Inc.

Corporation for Justice  
Management, Inc.

CSI Connecticut, Inc.

CTE, Inc.

Norwalk Economic  
Opportunity Now, Inc.

Perception Programs, Inc.

Project More

Wheeler Clinic, Inc.

**Bridgeport Domestic Violence**

**Intervention Services**  
Family Re-Entry, Inc.

**Building Bridges**  
Community Foundation of  
Greater New Haven

City of Hartford

**Community Court**  
Community Partners in Action

CSI Connecticut, Inc.

**Community Service Officers**  
Norwalk Economic Opportunity  
Now, Inc.

United Community & Family Services

United Way of Meriden &  
Wallingford, Inc.

United Way of Greater New Haven

Volunteer Center of  
Southwestern Fairfield County

The Volunteer Center of  
Western Connecticut

**Domestic Violence - Evolve (52 wk)**  
The Consultation Center, Inc.  
(aka: CCB)

Families in Crisis, Inc.

Family Re-Entry, Inc.

**Domestic Violence - Explore (26 wk)**  
Association of Religious  
Communities, Inc.

Families in Crisis, Inc.

Family Re-Entry, Inc.

Mandel Mellow and Went (dba: N.A.)  
Opportunities Industrialization Center  
(OIC) of New London County, Inc.

Wheeler Clinic, Inc.

**Drug Intervention Program**  
Family Re-Entry, Inc.

Hill Health Corporation

Liberation Programs, Inc.

Perception Programs, Inc.

**Family Violence Education Program**  
Association of Religious  
Communities, Inc.

Catholic Charities/Catholic  
Family Services

Community Health Resources  
(aka: North Central Counseling  
Services, Inc.)

The Consultation Center, Inc.  
(aka: CCB)

Family Re-Entry, Inc.

Mandel Mellow and Went (dba: N.A.)

Marianne Christiano

Maxine L. Varanko (dba: FMHS)

United Services, Inc.

Wheeler Clinic, Inc.

**Gender Specific - Female**  
Career Resources, Inc.

**Latino Youth Offender Services**  
Catholic Charities/Catholic  
Family Services

**Residential Services - Halfway House**  
Corporation for Justice  
Management, Inc.

**Residential Services - Jail Re-Interview**  
The Connection, Inc.

**Residential Services -  
Medical Detoxification**  
Rushford Center, Inc.

**Residential Services - Project Green**  
CSI Connecticut, Inc.

Project More

**Residential Services -  
Substance Abuse Intermediate**  
APT Foundation, Inc.

Morris Foundation, Inc. -  
Morris House

Rushford Center, Inc.

**Residential Services -  
Youthful Offender**  
CSI Connecticut, Inc.

**Women and Children Services**  
Community Renewal Team, Inc.

The Connection, Inc.

CSI Connecticut, Inc.

**Zero Tolerance Drug  
Supervision Program**  
Project More

**JUVENILE PROGRAMS**

**Adolescent Clinical Treatment**  
Catholic Charities/Catholic  
Family Services

Connecticut Renaissance, Inc.

Natchaug Hospital

Wheeler Clinic, Inc.

Yale University

**Alternative to Juvenile  
Detention Program**  
Community Renewal Team

Community Partners in Action

Corporation for Justice  
Management, Inc.

St. Francis Home for Children, Inc.

**Center for Assessment  
Respite Enrichment**  
Connecticut Junior Republic

St. Francis Home for Children, Inc.

**Community Detention for Girls**  
Community Partners in Action

**Court Based Juvenile  
Assessment Services**  
Campagna Associates, LLP

Clinical Consultants of Connecticut

The Connection, Inc.

Natchaug Hospital

Wheeler Clinic, Inc.

**Hartford Juvenile Review Board**  
Catholic Charities/Catholic  
Family Services

**Juvenile Diversion Program Services**  
The Connection, Inc.

Family & Children's Agency, Inc.

**Juvenile Justice Centers**  
City of Meriden

City of Stamford

City of West Haven

Community Renewal Team, Inc.

CSI Connecticut, Inc.

New Britain Youth Services

Rushford Center, Inc.

United Services, Inc.

Waterbury Youth Services System, Inc.

Windham Regional Community  
Council, Inc.

**Juvenile Mediation Services**  
Community Mediation, Inc.

**Juvenile Risk Reduction Center**  
Connecticut Renaissance, Inc.

CSI Connecticut, Inc.

Forensic Health Services, Inc.

The Village for Families and Children, Inc.

**Juvenile Sex Offender Services**  
The Connection, Inc.

**Multi Systemic Therapy**  
Connecticut Renaissance, Inc.

Connecticut Junior Republic

CSI Connecticut, Inc.

NAFI Connecticut, Inc.

Wheeler Clinic, Inc.