

# YOUTH SERVICES POLICY

<b>Title:</b> Secure Care Facility Staffing	<b>Type:</b> A. Administrative <b>Sub Type:</b> 2. Personnel <b>Number:</b> A.2.14
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<b>References:</b> U.S. DOJ PREA Standards 115:311 and 115.313 (a)-(d); 2-CO-1C-06, 2-CO-3A-01 and 2-CO-3B-02 (Standards for Administration of Correctional Agencies); 4-JCF-5C-04, 4-JCF-6C-10 and 4-JCF-6D-10 (Performance-based Standards for Juvenile Correctional Facilities)	
<b>STATUS: Approved</b>	
<b>Approved By:</b> <i>William A. Sommers, Deputy Secretary</i>	<b>Date of Approval:</b> 10/14/2022

**I. AUTHORITY:**

Deputy Secretary of Youth Services (YS) as contained in La. R.S. 36:405. Deviation from this policy must be approved by the Deputy Secretary.

**II. PURPOSE:**

To establish the Deputy Secretary's policy and procedures to ensure safe, secure and efficient staffing of YS secure care facility.

**III. APPLICABILITY:**

Deputy Secretary, Assistant Secretary, Undersecretary, Deputy Undersecretary, Chief of Operations, Youth Facilities Director - Statewide, Executive Management Advisor, General Counsel, Facility Directors, and Regional Managers.

**IV. DEFINITIONS:**

**Facility Staffing Plan (FSP)** – A listing of posts approved by the Deputy Secretary to operate a facility. This list shall be grouped by the number of days per week the post is authorized, and by the rank of the staff assigned to the post (line staff vs. supervisor).

**Juvenile Justice Specialist (JJS)** – Provides security of youth and assists in application of clinical treatment in accomplishing the overall goal of evaluation and/or treatment of individuals judicially remanded to a YS secure care facility.

**V. POLICY:**

It is the Deputy Secretary's policy and procedure to ensure safe, secure and efficient staffing of YS secure care facilities.

In addition, it is the Deputy Secretary's policy that a "Facility Staffing Plan (FSP)" shall be in place in all YS secure care facilities to ensure youth have access to employees, programs and services at all times. In the event reduced staffing patterns result in a critical staffing shortage, the situation shall be addressed immediately following the guidelines established in this policy. At no time shall a Facility Director determine critical staffing reinforcement patterns without consulting the Youth Facilities Director -- Statewide.

**VI. FACILITY STAFFING:**

- A. Each facility shall develop, implement, and document a staffing plan that provides for adequate level of staffing, and where applicable, video monitoring, to protect youth against all forms of abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration the following:
1. Generally accepted juvenile detention and correctional secure residential practices;
  2. Any judicial findings of inadequacy;
  3. Any findings of inadequacy from Federal investigative agencies;
  4. Any findings of inadequacy from internal or external oversight bodies;
  5. All components of the facility's physical plant (including "blind spots" or areas where staff or youth may be isolated);
  6. The composition of the youth population;
  7. The number and placement of supervisory staff;
  8. Facility programs occurring on a particular shift;
  9. Any applicable State or local laws, regulations, or standards;
  10. The prevalence of substantiated and unsubstantiated incidents of sexual abuse; and
  11. Any other relevant factors.
- B. Each facility shall comply with the staffing plan except during limited and discrete exigent circumstances, and shall fully document deviations from the plan during such circumstances.
- C. Each facility shall maintain staff ratios of a minimum of 1:8 during resident waking hours and 1:16 during resident sleeping hours, except during limited and discrete exigent circumstances, which shall be fully documented. Only security staff shall be included in these ratios.

- D. Once each year, in consultation with the PREA Coordinator required by U.S. DOJ PREA Standard 115:311, YS shall assess, determine, and document whether adjustments are needed to the following:
  - 1. The staffing plan established pursuant to Section V above;
  - 2. Prevailing staffing patterns;
  - 3. The facility's deployment of video monitoring systems and other monitoring technologies; and
  - 4. The resources the facility has available to commit to ensure adherence to the staffing plan.
  
- E. Staffing requirements shall be assessed annually by the Facility Director based on the following factors:
  - 1. Coverage of mandatory and non-mandatory posts;
  - 2. Historical leave usage (annual, sick, and compensatory);
  - 3. Absences due to holidays and regular days off;
  - 4. Relief factor requirements (which includes absenteeism for training); and
  - 5. Any other requirements documented in the staffing plan.
  
- F. Based on the annual assessment, the Facility Director shall consult with the Youth Facilities Director -- Statewide regarding changes to the facility's organizational chart, including increasing or decreasing staff.
  
- G. Any request for revision in model staffing patterns that would result in a change in the total number of authorized JJS', medical, social services (treatment), educational, vocational, recreation, library, food services, and religious programs and services staff positions shall be submitted to the Youth Facilities Director -- Statewide for review and approval. If approved, the Youth Facilities Director -- Statewide will forward the request to the Assistant Secretary for approval by the Deputy Secretary prior to implementation.

**VII. PROCEDURES FOR CRITICAL STAFFING SHORTAGE:**

- A. When reduced staffing patterns for JJS' in a YS secure care facility reach 25 percent (25%) or above, the situation shall be considered critical and procedures for staffing reinforcement shall occur as follows:
  - 1. The Facility Director shall immediately contact the Youth Facilities Director -- Statewide to discuss the situation.
  - 2. The Youth Facilities Director -- Statewide shall schedule a meeting to discuss the critical staffing situation with CO Executive Staff, to include the Deputy Secretary.

3. A determination shall be made concerning the collapsing of non-essential posts and the utilization of employees from other YS secure care facilities, regional offices, and CO in order to temporarily reinforce staffing patterns, until staffing patterns increase and there is stabilization within the facility.
  4. A plan shall be developed to create a staffing rotation that shall include:
    - a) The number of employees needed;
    - b) The length of time employees are projected to be needed; and
    - c) The dates the employees will be needed.
  5. A review of the causes of the critical situation shall be analyzed and a long term plan developed to assist in increasing and maintain staffing patterns in the future.
- B. Critical staffing shall remain in place until the Youth Facilities Director -- Statewide deems that safety and security has been established and JJS staffing is at or above 80 percent (80%).

**Previous Regulation/Policy Number:** A.2.14

**Previous Effective Date:** 10/06/2021

**Attachments/References:**