

Court Services Branch



Updated: July 2022

Training & Development Strategy

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PURPOSE

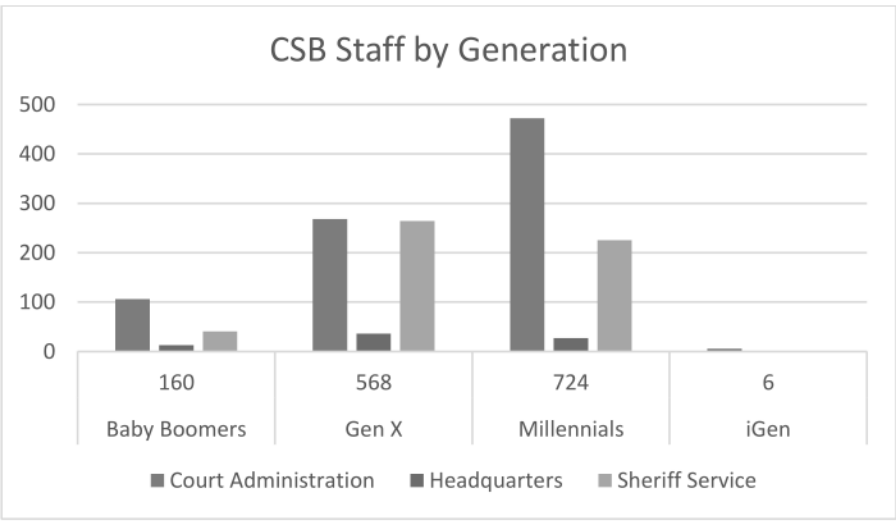
The Training & Development Strategy discusses the skills, abilities and competencies that are needed from the workforce at Court Services Branch. It outlines how the organization can improve to successfully develop its staff to meet operational and business needs. This strategy is supported by the Court Administration training team and the BC Sheriff Service recruitment and training team. This strategy aligns with other priority areas of focus such as recruitment, onboarding, orientation, and retention. It is supported by the Court Services Branch Strategic Plan, BCSS Strategic Initiatives and the BC Public Service Where Ideas Work corporate plan.

OUTCOMES

- ☒ Support employees in completing mandatory training
- ☒ Develop skills that support a competent workforce
- ☒ Support continuous learning opportunities
- ☒ Promote career development that aligns with succession management planning
- ☒ Support employee health and wellness

WHO THIS IS FOR

The Training & Development Strategy is for all staff in Court Services Branch (Court Administration, Sheriffs and Headquarters). It is inclusive of the many ways people learn and understands the need to adapt training to the learner. Court Services Branch is comprised of a diverse workforce that is represented across many generations.



These categories are specific to the BC Public Service and include Baby-Boomers 1946 to 1964, Generation-X 1965 to 1980, Millennials 1981 to 2000, iGen: 2001+.

*Data current as of May 21, 2022

A further breakdown of the generational categories include those in excluded (management) and those in included (BCGEU) positions within the branch.

	Baby Boomers	Gen X	Millennials	iGen	Total
Court Services Branch	11.0%	39.0%	49.7%	0.4%	100.0%
Total Excluded	2.5%	8.2%	6.1%	-	16.9%
Court Administration Division	1.9%	5.4%	5.6%	-	12.9%
Court Services Headquarters	0.3%	1.0%	0.2%	-	1.5%
Sheriff Service Division	0.4%	1.8%	0.3%	-	2.5%
Total Included	8.4%	30.7%	43.6%	0.4%	83.1%
Court Administration Division	5.4%	13.0%	26.7%	0.4%	45.5%
Court Services Headquarters	0.6%	1.4%	1.6%	-	3.7%
Sheriff Service Division	2.4%	16.3%	15.2%	-	33.9%

*Data current as of May 21, 2022

DELIVERY METHODS

With technology at our fingertips, information and knowledge is ever-present. Technology provides a way to support continuous training and development. It has advanced the way training is delivered and has promoted various ways to address different training methods including:

- In-person
- Self-directed – reading
- Self-directed – video
- Virtual with a trainer
- Interactive - using social media or collaborative platforms for group learning

Training is delivered to balance the branch's operational needs through:

- Short, focused training sessions
- Job aids for reference ease
- Well defined training outcomes
- Personalized training
- Ensuring training is relevant and accessible

It is also important to apply adult learning principles to ensure each learner gets the most return on their time investment. The five adult learning principles are:

1. The learning is self-directed.
2. The learning is experiential and utilizes background knowledge.
3. The learning is relevant to current roles.
4. The instruction is problem centered.
5. The students are motivated to learn.

It is recognized that there are different ways that people retain information and participate in training sessions. For example, some find public speaking uncomfortable while other want to discuss learning openly. Staff should be given opportunities to communicate and share their learning outcomes in a safe and respectful way.

CATEGORIES OF TRAINING

There are many types of training categories that an organization can offer employees: on-the-job training, promotional training, orientation training, refresher training, and safety training. Court Services Branch has taken these categories and refined them to align with our operational needs. Courses specific to these categories are listed in the respective training plans (Sheriff, Court Administration and HQ) and are attached as Appendices to this Strategy.

Mandatory Training

Mandatory training is compulsory training that is determined essential by an organization for the safe and efficient delivery of services. This type of training is designed to reduce organizational risks and comply with policies and guidelines.

Specialized or Skill-based Training

Specialized or skill-based training focuses on how to do something specific and results in a learned skill that can be put to immediate use by the learner. It is designed to provide employees with the targeted training they need to gain the knowledge and abilities necessary to fulfill the specific requirements of their job. This is different from mandatory training as not all employees in the organization are required to complete this training to fulfill the requirements of their job.

Developmental and Competency Based Training

Developmental training aims to develop an employee's ability to learn from experience. This training is not required for an employee to be successful at their current job but to provide the tools for them to advance their career. Competency based training is where learners move from one level to a higher one based on their demonstration of knowledge rather than based on time spent on a specific course. This type of training is often used as an approach to succession management and/or retention of employees. Developmental and competency-based training is optional.

SUPPORTING TRAINING & DEVELOPMENT

CSB recognizes the importance of having a proficient and skilled workforce. This can be achieved when an organization prioritizes training and development. Dedicated training sections for both BC Sheriff Service and Court Administration have been created to focus on delivering high quality training to staff. CSB engages with professional training organizations, such as the Justice Institute of BC (JIBC) for delivery of

training by professional instructors as well as utilizing technology platforms to host customized training for staff.

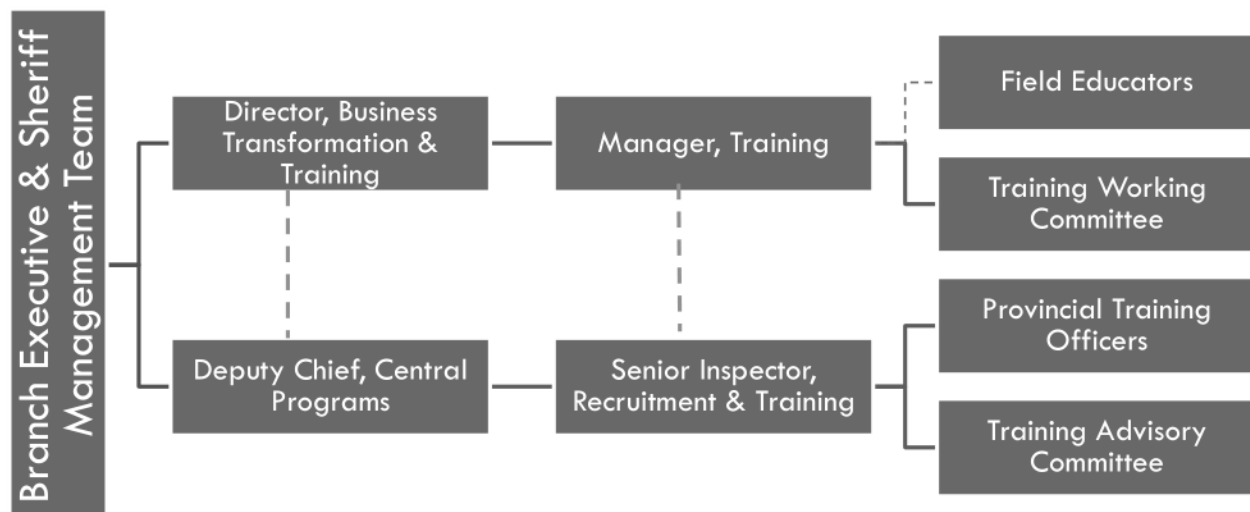
How an organization supports training can be through courses, workshops, mentoring, coaching and specialized programs. The sector Strategic Human Resources team has established programs such as a comprehensive [Talent Management](#), [Mentoring](#) and [Leadership Development](#), that CSB uses in conjunction with regular and specialized training courses and workshops.

The value that CSB places on training is evident in recognition provided, such as the Court Administration Trish Shwart Award that is a legacy award presented each year to an individual who has taken a lead role in provincial training for court administration and who demonstrates leadership qualities.

The Sheriff Service has a [recognition program](#) with awards for marksmanship and academic achievement for each Sheriff Recruit Training class.

GOVERNANCE & ACCOUNTABILITY

CSB has an established governance to support staff in training and development. Court Administration division has a Manager of Training with Field Educators in each region of the province. BC Sheriff Service has a dedicated Training and Recruitment team led by a Senior Inspector of Training and Recruitment. These areas ensure that staff in these work units have the required training needed to meet their job accountabilities.



In addition to the dedicated training teams for Court Administration and BC Sheriff Service, there are internal committees who champion training needs in the branch:

- Sheriff Training Advisory Committee
- Court Administration Training Working Committee

Supervisors also have a key role to play in the training and development of staff. Supervisors need to work with employees to address any training gaps and support employees career development. The talent development planning process assists identified employees to focus on improving or acquiring the knowledge or skills needed to broaden or move into a new role. For those identified employees, supervisors should work with staff to develop [Talent Development Plans](#) and review these on a regular basis.

Roles & Responsibilities

Role	Responsibility
Branch Executive	<ul style="list-style-type: none"> • Providing overall endorsement as it relates to CSB training and development • Ensuring the branch achieves targets identified for targeted priority government training initiatives
Sheriff Management Team	<ul style="list-style-type: none"> • Providing direction and decisions on BCSS training priorities
Office of Professional Standards	<ul style="list-style-type: none"> • Training compliance audits • Conducting incident reviews and report on any areas for training consideration • Conducting quarterly audits on Sheriff training with summary of findings included in the OPS annual report
Regional Executive Directors	<ul style="list-style-type: none"> • Ensuring their respective FE positions are filled • Providing direction for training in their respective regions • Identifying training issues identified as part of the Feedback Policy process
Deputy Chief, Central Programs	<ul style="list-style-type: none"> • Ensuring compliance with BCSS training policies • Providing direction and oversight in the development and management of training plans • Ensuring training is delivered in accordance with best practices and standards
Director, Business Transformation & Training	<ul style="list-style-type: none"> • Communicating with branch executive on training needs and priorities to ensure HQ resources are properly aligned to support • Providing guidance on a training strategy for the Branch
Superintendents	<ul style="list-style-type: none"> • Providing direction for training in their respective regions • Identifying training issues identified as part of the Feedback Policy process

Role	Responsibility
Senior Inspector, Training & Recruitment*	<ul style="list-style-type: none"> • Collaborate with Manager of Training • Leading the review of training materials to address legislative or policy or other program changes • Ensuring PTO positions are filled • Developing recruitment, training and exercise activities for BCSS • Oversees recruitment marketing and plans for attrition levels • Providing on-going training needs and training options for sheriffs once recruited
Manager of Training	<ul style="list-style-type: none"> • Collaborate with Senior Inspector, Training & Recruitment • Leading review of training materials to address legislative or policy or other program changes • Monitoring and providing quarterly summaries on training compliance rate for Court Administration staff
Provincial Training Officers	<ul style="list-style-type: none"> • Accountable for planning, developing, and delivering training programs for both internal and external stakeholders • Leads and/or manages sheriff training both in-service and sheriff recruit training • Tracks employee training progress
Field Educators	<ul style="list-style-type: none"> • Identify training gaps and priorities for Court Administration staff • Assist Court Administration managers in developing personalized training plans for staff • Participate in course and training development • Member of the Training Working Committee

*For detailed roles pertaining to Sheriffs, refer to the Sheriff Policy Manual.

EVALUATION & ORGANIZATIONAL COMMITMENT

The overall success of the training and development will be measured by:

- 100 % compliance rate with mandatory training requirements.
- Maintain or improve professional development score.

Specific course, workshop or other training evaluation is important to ensure that the training continues to meet the needs of the employee and organization. The training evaluation conducted by the branch is meant to understand the effectiveness of the training and address areas for improvement. CSB will adhere to continuous improvement in the training provided to employees that will be informed through:

- Feedback forms that are sent to participants within 48 hours after course completion.
- Review of training materials when there is legislation or policy changes.
- Quality of training based on feedback from participants.
- Analysis of complaints and incidents (IRIS) to determine training effectiveness for the employee to fulfill the duties of their position or to identify gaps in the training.
- Ad hoc surveys to identify specific, topical training needs.

Regular analysis and reporting will be conducted as part of the overall accountability and will include:

- Annual training needs analysis for both Sheriff Service and Court Administration.
- Annual review and updates of the training plans.
- Annual reporting on number of staff trained or recertified.
- Annual reporting on the number of hours staff have spent participating in approved professional development activities.

APPENDICES

Appendix 1 - Sheriff TAC Terms of Reference



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Appendix 2 - Court Admin TWC Terms of Reference



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Appendix 3 - Sheriff Training Plan



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Appendix 4 - Court Admin Training Plan



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