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Title <b>STAFF DEVELOPMENT and TRAINING</b>
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Legal References (includes but is not limited to)	Related Policies/Procedures (includes but is not limited to)	Other References (includes but is not limited to)
IC 11-8-2-5(a)(8) IC 11-8-2-5(a)(13) IC 11-8-2-8(d) IC 11-8-2-8(e) IC 5-2-1	00-02-101 00-04-101 01-03-103 04-03-103 02-03-117	ACA: ACI: 4-4073 thru 4-4094 JTS: 1D-01, 1D-03, 1D-08 thru 1D-14 CO: 2-CO-1D-01 thru 2-CO-1D-09

I. PURPOSE:

This policy and administrative procedure establishes a comprehensive training system which will enable correctional staff to discharge duties more efficiently and effectively. This policy and administrative procedure identifies approved methods by which training will be accomplished.

II. POLICY STATEMENT:

The Department shall establish a comprehensive system for staff training. Training programs shall:

- A. Prepare staff to understand and implement departmental goals, objectives and responsibilities;
- B. Continue to raise the level of staff performance;
- C. Continue to enhance the self-confidence of staff; and,
- D. Educate staff to current correctional concepts, ideologies, philosophies, and techniques.

The Department shall encourage the utilization of the resources of the Department, public and private agencies, private industry, colleges, universities, and libraries/reference services to develop, implement, and complement the training programs. Training programs shall include New Employee Training Process Orientation (NETP), Preservice, Parole and Making A Change

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Academies, On-the-Job Training (OJT), In-Service Training, Skill-Based Training, Specialized Workshops, and Professional Conferences. An Administrative Training Advisory Committee shall be appointed by the Commissioner and shall assist in the assessment of training needs and the review/evaluation of the training programs.

The Department shall encourage staff development and shall provide educational or training opportunities and activities with relation to staff responsibilities. A monitoring and review system shall be initiated to ensure compliance.

### III. DEFINITIONS:

For the purpose of this policy and administrative procedure, the following definitions are presented:

- A. **ABSENCE:** Failure of a participant to report to the training location when he or she is scheduled to attend or missing more than ten percent (10%) of a particular lesson.
- B. **ADJUNCT INSTRUCTOR:** Instructors certified or designated to teach specialized trainings on an as needed basis (e.g., Security Skills, CPR, First Aid, Personal Protection, Firearms, etc.).
- C. **ANNUAL TRAINING PLAN:** A detailed plan that identifies the facility/division’s training programs, including topics, schedules, resources, and budgetary impact for the next program year.
- D. **CERTIFIED CORRECTIONAL PROFESSIONAL:** A staff member, contractor, or professional affiliate who has met all of the requirements set forth by the Commissioner. The goal is to administer justice with integrity within the bounds of the law. A Certified Correctional Professional embodies such core values as discipline, judiciousness, truthfulness, vigilance, respect for human rights, and a sense of responsibility. The Department of Correction’s professional development focuses on staff training and development programs that inspire employees in their pursuit of professional growth throughout their careers, building a capable and prepared workforce, and reinforces the values, Vision, and Mission of the Indiana Department of Correction.
  - 1. **INDIANA DEPARTMENT OF CORRECTION, CERTIFIED ADULT CORRECTIONAL PROFESSIONAL:** A staff member, contractor, or professional affiliate who has met all the requirements set forth by the Commissioner. Certified Correctional Professionals are trained in Towards Fulfillment, Substance Abuse, Report Writing, Mental Health and Wellbeing Info Case Suicide Prevention and Intervention, Trauma Informed Care Overview, Calming the Storm, Bias, Diversity

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and Inclusion, Working with Special Needs Populations, Criminal Manipulation, Prison Rape Elimination Act (PREA), Working with Offenders/Youth with Special Needs, Offender/Youth Grievances, Constitutional Rights of Offenders/Youth, Ethics/Preventing Sexual Harassment, Civil and Criminal Liability for Staff, Interpersonal Communication, Classification of Offenders/Youth, Crime Scene Preservation, Religious Practices of Offenders, Motivational Interviewing, Emergency Response Operations Overview, Building Your Career in Corrections, Panel Discussion, Personal Accountability, Offender/Youth Accountability, Scenario Based Training, Hostage Survival, Child Abuse Prevention and Reporting, Security Threat Group training which are a set of professional standards pertaining to morals and the effective discharge of duties. The goal is to administer justice with integrity within the bounds of the law. A Certified Correctional Professional embodies such core values as discipline, judiciousness, truthfulness, vigilance, respect for human rights, and a sense of responsibility. The Department's Professional Development focuses on staff training and development programs that inspire employees in their pursuit of professional growth throughout their careers, building a capable and prepared workforce, and reinforces the values, Vision, and Mission of the Department.

2. INDIANA DEPARTMENT OF CORRECTION, CERTIFIED DIVISION OF YOUTH SERVICES CORRECTIONAL PROFESSIONAL: A staff member, contractor, or professional affiliate who has met all of the requirements set forth by the Commissioner. Certified Division of Youth Services Correctional Professionals are trained in Towards Fulfillment, Substance Abuse, Report Writing, Mental Health and Wellbeing Info Cast, Suicide Prevention and Intervention, Trauma Informed Care Overview, Calming the Storm, Bias, Diversity, and Inclusion, Working with Special Populations, Criminal Manipulation, Prison Rape Elimination Act (PREA), Working with Offenders/Youth with Special Needs, Offender/Youth Grievance, Constitutional Rights of Offenders/Youth, Ethics/Preventing Sexual Harassment, Civil and Criminal Liability for Staff, Interpersonal Communication, Classification of Offenders/Youth, Crime Scene Preservation, Religious Practices of Offenders, Motivational Interviewing, Emergency Response Operations Overview, Building Your Career in Corrections, Panel Discussion, Personal Accountability, Offender/Youth Accountability, Scenario Based Training, Hostage Survival, Child Abuse Prevention and Reporting, Security Threat Group, DYS Programs and Practices, PBS Overview, Understanding and Managing Adolescent Behavior, Overview of the Why Try Program, Assessments and Treatment of Juvenile Sex Offenders, Supervising High-Risk Youth, Effective Interactions with Youth Having Mental Health Needs, Making a Change Unit Overview, Coaching in Action with Youth, Your Responsibility in Making a Change training and Performance Based Standards

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(PbS) which are a set of professional standards pertaining to morals and the effective discharge of duties. The goal is to administer justice with integrity within the bounds of the law. A Certified Division of Youth Services Correctional Professional embodies such core values as discipline, judiciousness, truthfulness, vigilance, respect for human rights, and a sense of responsibility. The Department's Professional Development focuses on staff training and development programs that inspire employees in their pursuit of professional growth throughout their careers, building a capable and prepared workforce, and reinforces the Values, Vision, and Mission of the Department.

3. INDIANA DEPARTMENT OF CORRECTION, CERTIFIED PAROLE CORRECTIONAL PROFESSIONAL: A staff member, contractor, or professional affiliate who has met all the requirements set forth by the Commissioner. Certified Parole Correctional Professionals are trained in Towards Fulfillment, Substance Abuse, Report Writing, Mental Health and Wellbeing Info Cast, Suicide Prevention and Intervention, Trauma Informed Care Overview, Calming the Storm, Bias, Diversity, and Inclusion, Working with Special Populations, Criminal Manipulation, Prison Rape Elimination Act (PREA), Working with Offenders/Youth with Special Needs, Offender/Youth Grievances, Constitutional Rights of Offenders/Youth, Ethics/Preventing Sexual Harassment, Civil and Criminal Liability for Staff, Interpersonal Communication, Classification of Offenders/Youth, Crime Scene Preservation, Religious Practices of Offenders, Motivational Interviewing, Emergency Response Operations Overview, Building Your Career in Corrections, Panel Discussion, Personal Accountability, Scenario Based Training, Hostage Survival, Child Abuse Prevention and Reporting, Security Threat Group, Legal Aspects and Parole Use of Force, Glock Lesson Plan and Range, OC/SICDS Lesson and Practicum, Weapons Retention, Weapons Cleaning which are a set of professional standards pertaining to morals and the effective discharge of duties. The goal is to administer justice with integrity within the bounds of the law. A Certified Parole Correctional Professional embodies such core values as discipline, judiciousness, truthfulness, vigilance, respect for human rights, and a sense of responsibility. The Department's Professional Development focuses on staff training and development programs that inspire employees in their pursuit of professional growth throughout their careers, building a capable and prepared workforce, and reinforces the values, Vision, and Mission of the Department.
- E. CONTRACTOR: Private vendors conducting business on Department/Facility grounds who do not have regular contact with offenders/youths.
  - F. CONTRACTUAL STAFF: Non-State employees who have direct offender/youth contact in support of offender/youth programs and/or services.

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- G. CORRECTIONAL POLICE OFFICER (CPO): A Department staff member who has been appointed and who meets the qualifications and training requirements of the Department of Correction and the Indiana Law Enforcement Training Board.
- H. CURRICULUM DEVELOPMENT MANAGER: Staff Development and Training staff member who is responsible to oversee research, development, implementation, and evaluation of training curricula used by the Department.
- I. CURRICULUM DEVELOPMENT SPECIALIST: Staff member(s) responsible for research, development, instructing, implementation, coordinating, and evaluation of training curricula used by the Department.
- J. CURRICULUM DEVELOPMENT SUPERVISOR: Staff member responsible for coordinating the daily work of the Curriculum Development Specialist. The Curriculum Development Supervisor works with the Curriculum Development Manager to coordinate the research, development, instructing, implementation, coordinating, and evaluation of training curricula used by the Department.
- K. CURRICULUM REVIEW: A curriculum review is a formal review of current curriculum conducted by training staff. The curriculum review evaluates the established delivery method, content, context, time allotment, and applicability to the overall curricula. The curriculum review is then used in conjunction with other resources to determine if a curriculum revision is required and if the curriculum is consistent with departmental policy, procedure, and correctional best practices.
- L. DISTANCE LEARNING: Training that is broadcast over the internet or intranet to participants at remote locations. Distance Learning is presented in real-time.
- M. DEPARTMENTAL TRAINING ADVISORY COMMITTEE: An advisory committee appointed by the Commissioner to assist in the review/evaluation of training programs.
- N. eLEARNING: Training that is delivered through web-based programs and electronic formats. eLearning courses are utilized for professional development and to supplement traditional classroom training. eLearning is either recorded or self-paced learning.
- O. EMPLOYEE LEARNING MANAGEMENT SYSTEM: The electronic database used to store and track the completion of eLearning and classroom modules.
- P. EMERGENCY RESPONSE OPERATIONS (ERO) TRAINING: Training conducted by professional instructors to enhance Skill Based Training.

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- Q. EXECUTIVE DIRECTOR: The Executive Director of the Division of Staff Development and Training is responsible for the overall delivery of training within IDOC who reports directly to the Deputy Commissioner.
- R. FACILITY TRAINING COORDINATOR (FTC): A full-time staff member who provides specialized instruction for both new and veteran staff at one of the correctional facilities in addition to other locations as identified, who works under the operational control of the Regional Training Manager in the program design, establishment, and administration of training for all facility and/or regional staff.
- S. FACILITY/DIVISION TRAINING COMMITTEE: A committee appointed by each Facility/Division Head and Regional Training Manager; responsible for assisting the Facility Training Coordinator in the assessment, development, planning, and implementation of training programs.
- T. FACILITY TRAINING OFFICER: Staff member who reports to the Facility Training Coordinator to assist in program design, training coordination, and instructing.
- U. FIELD TRAINING OFFICER (FTO): A staff member with specific knowledge, skills, and training who is responsible for administering the OJT program to trainees.
- V. FIELD TRAINING MANAGER (FTM): A staff member designated by the Warden or designee with specific knowledge, skills, and training who assists in the development, implementation, and monitoring of the facility OJT program.
- W. FOCUS GROUP: A systematic process using the experience and expertise of Subject Matter Experts (SME) and Practitioners to research, formulate, and/or implement solutions to specific objectives. A focus group may be used for Curriculum Development, Curriculum Review, Policy Review, Policy Development, or other complex tasks.
- X. INSERVICE TRAINING: Formal annual instruction for full-time staff, part-time staff, and contractual staff (as stipulated in the contract agreement), conducted each year of employment following the initial Preservice training and shall include, but not be limited to, all mandatory topics per statute, code, rules, policies, and administrative procedures.
- Y. INTER-AGENCY STAFF: Employees of governmental agencies who have regular supervision or contact with offenders. (e.g., labor lines, highway crews, recycling, etc.)
- Z. INTERN: An advanced student or graduate who works, sometimes without pay, at a trade or occupation in order to gain practical work experience.

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AA. LEVELS OF TRAINING:

1. End User – This is a person who has been trained in a specific skill.
2. Instructor – This is a person who is certified to train end users in a specific skill.
3. Instructor Trainer – This is a person who is certified to train staff to be Instructors in a specific skill.
4. Master Instructor – This is a person who is certified to train staff to be Instructor Trainers in a specific skill.

BB. LOCUM/PRN: This identifies Health Services personnel working in a part-time capacity or on an “as needed” basis.

CC. MAKING A CHANGE ACADEMY: Mandatory training for all new employees or transferees to a Division of Youth Services (DYS) facility. The purpose of this academy is to provide staff working with youth more detailed information regarding adolescent development and management of their behavior to include hands-on training of practical application. This training consists of extensive role play of scenarios and requires a passing score of 70% on a written test for successful completion.

DD. MANDATORY TRAINING: This training shall include, but not limited to, all identified programs as defined by statute, code, rules, policies, and administrative procedures, national correctional standards, or designated by the Commissioner in memorandum to the Executive Director.

EE. MEETINGS: Scheduled gathering of designated persons for the purpose of disseminating information, resolving problems, planning, decision-making, exchanging of ideas and/or delegation of duties. (Typically, meetings are not training.)

FF. MOTIVATIONAL INTERVIEWING: A method of fostering change by helping a person explore and resolve ambivalence. Rather than using external pressure, Motivational Interviewing looks for ways to access internal motivation for change.

GG. NEW EMPLOYEE ORIENTATION (NEO): This program is Phase One (1) of the New Employee Training Process (NETP) for new staff that includes training modules and classroom-based topics that new staff must complete prior to any additional NETP Phase attendance. Upon successful completion of Phase One, the new employee will receive 52.5 hours (which includes: 37.5 the first week and 15 hours the second week) of training credit.

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- HH. **NEW EMPLOYEE TRAINING PROCESS (NETP):** The New Employee Training Process is designed to provide participants with the foundational knowledge and skills necessary to perform their job duties. Over the course of this program, participants will receive instruction in a variety of environments including traditional classrooms, field operations, and via distant learning platforms. The New Employee Training Process for Adult Facilities consists of four (4) phases; DYS Facilities and the Parole Services Division consists of five (5) phases.
- II. **ON-THE-JOB TRAINING (OJT):** Required training for all new staff, staff transfers to another shift or facility, or promoted staff, in areas specific to job classification, function, or assignment. OJT shall be under the supervision of an experienced OJT Trainer who has documented completion of training in topics covering training liability, documentation, and evaluation procedures.
- JJ. **OPERATIONS MANAGER:** Responsible for curricula development, design, establishment, and administration of Skill Based Training programs for the Division of Staff Development and Training. Primary areas include program support, physical plant needs/repairs, housekeeping operations, security operations, work schedule coordination, and collaborative agreements.
- KK. **PAROLE TRAINING:** Consists of curriculum that is designed to assist employees in developing knowledge, building skills, and providing educational activities related to staff responsibilities in a parole environment.
- LL. **PERFORMANCE MEASUREMENT COMMITTEE:** An advisory committee appointed by the Executive Director to assist in the review/evaluation of training programs.
- MM. **PRESERVICE TRAINING:** Required training for all new staff consisting of New Employee Orientation, New Employee Training Process (NETP), and On-the-Job (OJT) Training. Some facilities may require additional facility/division specific training after NETP.
- NN. **PROGRAM DEAN:** The Staff Development and Training staff member who has administrative oversight of a program.
- OO. **PROGRAM LEAD:** The Staff Development and Training staff member who coordinates the day-to-day functions of a program.

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- PP. PROGRAM LIAISON: The staff member designated to serve as the on-site point of contact for a program. The program liaison is responsible for coordinating the logistics of a program at a specific location.
- QQ. PROGRESS REPORT: An annual formal review and evaluation of a Facility's or Division's training operation. The review and evaluation shall include a record-keeping system, compliance with training policy, and annual training plan, qualifications of instructional staff, training committee support, program design, delivery, and On the Job Training (OJT).
- RR. PROJECT MANAGER: The Staff Development and Training staff member who has administrative oversight of a project.
- SS. RECRUITMENT AND RETENTION COORDINATOR: Staff member(s) responsible for research, development, implementation, coordinating, and evaluation of recruitment, retention, and employee engagement efforts of the Department.
- TT. RECRUITMENT AND RETENTION MANAGER: Staff Development and Training staff member who is responsible to oversee the research, development, implementation, and evaluation of all recruitment, retention, and employee engagement efforts of the Department.
- UU. RECRUITMENT AND RETENTION PROGRAM: The Recruitment and Retention Program is a combination of work product and programs designed to enhance the Department's recruitment of perspective employees, the retention of current employees, and engagement between the organization and employees.
- VV. RECRUITMENT AND RETENTION SUPERVISOR: Staff member responsible for coordinating the daily work of the Recruitment and Retention Coordinators. The Recruitment and Retention Supervisor works with the Recruitment and Retention Manager to coordinate the research, development, implementation, coordinating, and evaluation of recruitment, retention, and employee engagement efforts of the Department.
- WW. REGIONAL TRAINING SITE: A specific facility site or location designated by the Executive Director, per the authority of the Commissioner, for the purpose of conducting the Preservice Academy Program and other training programs as required.
- XX. REGIONAL TRAINING MANAGER: Staff Development and Training employee located at each of the Regional sites, who reports directly to the Executive Director. Regional Training Managers have the operational responsibility over trainers in their region and are

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accountable for the quality, implementation, and documentation of all training in their regions.

YY. REGIONAL TRAINING SPECIALIST: Staff Development and Training employee who is responsible for the administration, implementation, and evaluation of Phase 3 New Employee Training Process. The Regional Training Specialist serves as an intermediary between the Facility Training Coordinator and the Regional Training Manager. Each Regional Training Specialist reports to their designated Regional Training Manager.

ZZ. REFLECTIONS OF PRIDE STORE (ROP): The Department’s store for staff to purchase Department merchandise.

AAA. SCENARIO-BASED TESTING: A form of testing utilizing trainers and staff who role play pre-determined scenarios. Participants will be observed and rated on how well they respond to the given situation utilizing techniques covered in training.

BBB. STAFF: Any and all persons employed by the Department including contractual workers and volunteers.

CCC. TARDINESS: The repeated behavior of reporting to a training program after the scheduled starting time.

DDD. TARDY: Reporting to a training program more than five (5) minutes after the scheduled starting time.

EEE. TELEHEALTH STAFF: Medical professionals who are contracted by the Department of Correction or a contractor to provide remote medical services for the Department. Telehealth workers do not have a physical presence in any correctional facility or physical contact with the offender / youth population and provide all services via telecommunications.

FFF. TEMPORARY STAFF: A staff person assigned to a position with the Department for an unspecified time period not serving in a permanent position.

GGG. TRAINING: Instruction providing knowledge and skill to perform a current job assignment including formal classroom instruction; On-the-Job Training (OJT); training meetings, workshops, or conferences which include a formal agenda and instruction by a qualified presenter; skill-based performance training; or, other instructional programs, which include a trainer/trainee relationship. Training programs include requirements for successful completion, attendance recording, a system of recognition of completion, and a system of evaluation.

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HHH. TRAINING NEEDS ASSESSMENT: Formal examination and review of relevant information that identifies knowledge, skill or performance needs, and/or deficiencies.

III. TRAINING PROGRAM WEEK: Equivalent to State of Indiana work week.

JJJ. TRAINING PROGRAM YEAR: The training program year is based upon the State fiscal year (July 1 to June 30).

KKK. TRAINING REVIEW: A formal review and evaluation of training operations for compliance with statute, code, rules, policy, and administrative procedure. (e.g., Progress Report)

LLL. VOLUNTEER: An individual who has completed all the requirements for becoming a volunteer, is approved for and engaged in a specified service or regularly scheduled activity or course and has agreed to serve without compensation by the Department.

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IV. DIVISION EXECUTIVE DIRECTOR RESPONSIBILITIES:

The Commissioner shall employ a qualified person to serve as the Executive Director of the Division of Staff Development and Training. The Executive Director shall report to the Deputy Commissioner. (Attachment 1-A)

The Executive Director is responsible for the comprehensive development, implementation, review, supervision, and evaluation of training on a Department-wide basis and the administration of the Division budget.

Specific responsibilities of the Executive Director/designee shall include:

- A. Submit an annual Department Training Report to the Commissioner;
- B. Annually review and evaluate the facilities'/divisions' training plans;
- C. Formulate an Annual Training Plan and Master Calendar for review by the Administrative Advisory Committee that lists all courses/classes to be offered, dates the courses/classes are offered, synopsis of each course/class, including length in hours, targeted audience, objectives, and prerequisite training with enrollment information;
- D. Appoint task groups/work committees for special projects related to departmental training and staff professional development;
- E. Ensure facilities/divisions use the Department's Annual Training Needs Assessment results that identifies current job-related training needs for the development of the Annual Training Plan;
- F. Administer the training reviews of correctional training functions;
- G. Ensure the development, delivery, and/or coordination of "Certification Programs," as needed, or as identified by the Commissioner;
- H. Ensure the development, delivery, and/or coordination of trainer development programs;
- I. Provide representation for all staff trainer interview panels and provide the interview instrument and materials. Approve or disapprove recommendation of Facility/Division Head for trainer selection;
- J. Review and approve all departmental training curricula;

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- K. Assign a Management Team Member/designee from the Staff Development and Training management staff to conduct at a minimum a quarterly inspection of all Division areas and submit a written report to the Executive Director. This shall include at a minimum: pest control, hazardous materials, fire/safety issues, food service, accidents/injuries, physical plant, sanitation, and ongoing projects;
- L. Collaborate with key stakeholders (e.g., Executive Staff and State Personnel) to establish programs and initiatives designed to enhance perspective employee recruitment, current employee retention, and engagement between organization and employee.
- M. Ensure the development, delivery, and/or coordination of the Department's Strategic Plan through the following process:
  - 1. Work with Executive Leadership to define Strategic Goals and areas.
  - 2. Coordinate with Executive Directors and Division Directors to formulate strategic objectives based on the Strategic Goals.
  - 3. Coordinate with the Chief Financial Officer / Deputy Commissioner of Administration to designate resources.
  - 4. Collaborate with the Executive Director of Research and Data Science to establish Strategic Advancement Goals (SAG) and Key Performance Indicators (KPI)
  - 5. Create and maintain Strategic Planning document.
  - 6. Conduct Quarterly Strategic Plan Report Outs.
- N. Responsible for coordinating and conducting Focus Groups for the Department.
- O. Establishes the Standardized Competencies and Performance Expectations for Training Staff.

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V. ADMINISTRATIVE ADVISORY TRAINING COMMITTEE:

The Executive Director shall convene an Administrative Advisory Training Committee on an annual basis to assess, review, and evaluate training in the Department.

The committee shall consist of the Chief of Staff, Executive Staff Members, Deputy Commissioners, and Executive Director of Human Resources.

The Executive Director shall serve as the chairperson and shall ensure that an Annual Training Plan is provided to the Deputy Commissioners for recommendations. Once approved, the Executive Director shall communicate the plan to Facility Wardens, Division Directors, and other executive staff.

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VI. CURRICULA/LESSON PLAN DEVELOPMENT/REVIEW:

All new and revised curricula to include lesson plans, eLearning modules, PowerPoint's, manuals, and all other program support material(s) shall be developed using the Instructional Theory Into Practice (ITIP) instructional design model and Staff Development and Training approved format. Curricula shall be submitted (using the method below) to the appropriate Staff Development and Training Supervisory Staff member responsible for the area(s) addressed in the curricula for review and approval. The Supervisory Team shall review the submitted materials for:

- Accuracy of content
- Proper format
- Policy compliance
- Grammatical errors
- Appropriate terminology (e.g., Youth, Offender)
- Best practices

Once the Staff Development and Training Supervisory team member has reviewed the curricula they shall either:

- Submit the curricula to the developer for revisions; or,
- Submit to the Curriculum Development Supervisor for final review, or
- Submit to the Curriculum Development Manager for recommendation of approval.

After approving the curriculum, the Curriculum Development Manager shall submit the material to the Executive Director for approval. Staff Development and Training shall maintain a copy of the approved curricula.

All approved curriculum shall be reviewed on an annual basis to ensure compliance with Departmental Policy, Administrative Procedures, Regulatory Standards (ACA, PREA, PbS, etc.), and Correctional Best Practices. At a minimum, Lesson Plan Cover Pages shall be updated to reflect the current review date.

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VII. REPORTING OF INCIDENTS DURING TRAINING:

In order to ensure that training programs are delivered in an effective and appropriate manner all behavior related incidents and injuries that occur while a person is participating in a Staff Development and Training Program shall be reported to the appropriate Staff Development and Training personnel. This includes occurrences that happen during, but not limited to:

- All Phases of the New Employee Training Process
- All forms of the On-the-Job Training
- Professional Development Programs
- Inservice Training

A. Injuries

1. Not requiring medical treatment:

Any injury that is incurred by an instructor, participant, or observer who is participating in any Staff Development and Training (SD&T) program shall be reported in writing to the SD&T Operations Manager and Regional Training Manager before the end of the staff members shift. The report shall be submitted on the Report of Incident Form (Attached State Forms) and include:

- Date and time of incident
- List of all Instructors
- List of all persons involved
- List of all witnesses and persons present
- Detailed description of events
- Action taken after injury
- Statement from person(s) injured

2. Requiring medical treatment:

Any injury requiring medical treatment shall be reported to the Operations Manager, Regional Training Manager, and Executive Director as soon as reasonably possible.

A detailed written report of the incident shall be submitted to the Operations Manager within 24 hours of the incident. The report shall be submitted on the Report of Incident Form (Attached State Forms) and include:

- Date and time of incident

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- List of all Instructors
- List of all persons involved
- List of all witnesses and persons present
- Detailed description of events
- Action taken after injury
- Statement from person(s) injured
- Completed First Report of Injury/Illness (must be faxed)
- Photos of the area and physical environment
- If equipment was being used photos of the equipment (mats, strike bags, etc.)

#### B. Behavior Issues

Any incident that is the result of an instructor or participant's actions that is disruptive to the learning environment shall be reported to the Regional Training Manager and appropriate Program Dean.

Examples of behavior issues are:

- Repeated absences or tardiness.
- Harassment
- Bullying
- Under the influence of a controlled substance
- Behavior that disrupts the training program
- Any other violation of a workplace rule or Standards of Conduct.

If the behavior requires the immediate removal of the person from the program the Regional Training Manager shall be notified immediately. A detailed written report of the incident shall be submitted to the Regional Training Manager and appropriate Program Dean prior to the end of the reporting staff member's shift. The report shall be submitted on the Report of Incident Form and include:

- Date and time of incident
- List of all Instructors
- List of all persons involved
- List of all witnesses and persons present
- Detailed description of events
- Action taken

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VIII. PERFORMANCE MEASUREMENT COMMITTEE:

The Performance Measurement Committee shall be responsible for researching, establishing, collecting, and reporting performance measurement data to the Executive Director. The Performance Measurement Committee shall analyze the various outcomes in order to formulate appropriate Division Goals and Training Plans for the Department that are aligned with the Department’s Mission, Vision, and Strategic Plan.

The Performance Measurement Committee shall use various methodologies to measure desired and actual outcomes of the Department’s training programs and recruitment / retention efforts. This may include Survey Monkey, Program Evaluations, Job Performance Reviews, Data collected from State Personnel, pre-test, post-test, electronic testing, and other approved methods.

The Performance Measurement Committee shall meet quarterly to provide ongoing formal evaluation of all training programs and recruitment/retention efforts. One (1) Board Member and three (3) Committee Members must be present to conduct a business meeting.

The Performance Measurement Committee shall consist of Committee Board (3), Recorder (1) and Committee Members.

A. Committee Board

The Board shall serve as the Executive Director’s representation on the committee as well as serve as the Committee representative to the Division’s Management Team.

The Committee Board shall consist of the following Staff Development and Training, Management Team members:

1. Operations Manager
2. Curriculum Development Manager
3. Recruitment and Retention Manager

B. Committee Members

The Performance Measurement Committee shall consist of the following Staff Development and Training personnel:

1. Curriculum Development Manager

The Curriculum Development Manager shall be responsible for all performance measurements metrics related to Focus Group performance, Leadership Training,

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Supervisory Training, and “special issue” training conducted on a Department-wide basis.

2. Operations Manager

The Operations Manager shall be responsible for all performance measurements metrics related to Skill Based (i.e., Personal Protection, Security Skills, First Aid, CPR, AED) Instructor Certifications, Correctional Police Officer Training, On-the-Job Training Reviews, and training related injuries.

3. Regional Training Manager (5)

The Regional Training Manager shall be responsible for all performance measurements metrics related to the New Employee Training Process (NETP), In-service Training, and any “Special Issue” training conducted in their assigned Region.

4. Recruitment and Retention Manager

The Recruitment and Retention Manager shall be responsible for all performance measurements metrics related to Recruitment and Retention including number of Job Fairs conducted, Cultural Surveys, hiring trends, and other key performance indicators.

5. Staff Development and Training Supervisory Personnel

The Supervisors shall be responsible for all performance measurement metrics related to Progress Reports, Curriculum Reviews, and Employee Surveys.

C. Recorder

The purpose of the committee recorder shall be to ensure that an accurate record of meeting attendance and discussions are maintained.

The Committee Recorder shall serve at the pleasure of the Executive Director and Committee Board.

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**IX. TRAINING COMMITTEE APPOINTMENTS & RESPONSIBILITIES:**

Each facility shall have a training committee consisting of at least eight (8) persons. Members of the Facility Training Committee shall consist of the Regional Training Manager, Regional Training Specialist, Recruitment and Retention Coordinator, Facility Training Coordinator, Field Training Manager (FTM), Re-Entry staff member, Safety/Hazard Manager, and a staff member from Operations (of at least the rank of Lieutenant). These members shall be appointed in writing annually at the discretion of the Facility Head and the Regional Training Manager. The Regional Training Manager, Regional Training Specialist, Recruitment and Retention Coordinator, and the Facility Training Coordinator shall be permanent members of the committee and shall serve as facilitators for meetings.

The Parole Services Division shall have a training committee consisting of at least six (6) persons. Members of the Parole Training Committee shall consist of the Director of Parole Services, Regional Director(s), Staff Development and Training Parole Liaison(s), and at a minimum two (2) Parole District Supervisors and Program Directors. These members shall be appointed, in writing, at the discretion of the Parole Services Director and the Executive Director.

Divisions that have an assigned or designated trainer position responsible for the training of Department and/or contractual staff in that division shall have a training committee. Criteria and requirements are the same as those identified for facilities.

The responsibilities of the Facility Training Committee are:

- A. To provide guidance and assistance in the development of the Annual Training Plan (Attachment 1-D) that is submitted to the appropriate Regional Training Manager by March 1<sup>st</sup>. Copies are forwarded to the Executive Director and the Facility Head/Division Head by March 15<sup>th</sup>. Members of the Training Committee must sign off on the Annual Training Plan before submission. This Annual Training Plan is for the upcoming Fiscal Year.

The Annual Training Plan shall include:

- 1. Annual Facility Training Needs Assessment.

This Annual Facility Training Needs Assessment is for the upcoming Fiscal Year.

- a. Review quarterly a summary of program participant evaluations (knowledge and skill-based) as provided by the Facility Training Coordinator;
- b. Review staff exit interviews that pertain to Training;

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- c. Review incident/accident reports that occur while attending training and/or as a result of training;
  - d. Review staff suggestions;
  - e. Review staff requests for training: numbers of staff who requested; number of staff enrolled due to request; number of staff not enrolled and why? This information must be documented in the Training Committee Meeting Minutes.
  - f. Review any pertinent information that has training implications;
    - Use of Force reports;
    - Current litigation;
    - Current professional literature;
    - Disciplinary Hearings results and findings for Offenders/Youths;
    - Changes to policy, procedure, and/or directives.
  - g. Review of OJT Observation Reports;
  - h. Review staff grievances that appear to have an impact on training;
  - i. Review Department survey and include the top three recommendations for the following areas:
    - Overall training needs;
    - Inservice;
    - New Employee Training Process;
    - Supervisory/Managerial Training; and,
  - j. Relay information between the Facility Training Committee and the Performance Measurement Committee as requested.
2. Identification of available resources that will be used to accomplish the Training Plan.
- a. Number of Facility Training Staff (to include adjunct positions);
  - b. Identified program equipment;
  - c. Existing space and location (number of rooms and square footage);
  - d. Additional or alternate training space or modifications and improvements needed for training space;
  - e. Number of total staff to be trained/number of required sessions/number of participants per scheduled class; and,
  - f. Program schedules, topic agendas, and annual training calendar.
- B. Review quarterly a summary compiled by the Facility Training Coordinator of the program evaluations by participants for programs conducted the previous quarter.

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- C. Review quarterly the results from the OJT Program Review Surveys for the previous quarter.
- D. Review new training initiatives or program proposals from staff and submit recommendations to the Regional Training Manager.
- E. Meet quarterly to review progress, resolve problems, and make recommendations regarding the facility's/division's training-related activities and submit written minutes of quarterly meetings to all Committee Members and the Facility Head/Division Head.
- F. Review and approve all facility-based curricula training programs, evaluation instruments to ensure that the programs are performance-based with written documentation.
- G. Review and submit curricula review to include:
  - 1. New Employee Training Process;
  - 2. Inservice;
  - 3. Skill Based Training;
  - 4. Specialized Training;
  - 5. e-Learning; and,
  - 6. On-The-Job-Training (OJT)

All programs shall be reviewed annually as they relate to meeting New Employee Training Process, In-Service, and certification needs and submit Curriculum Review with recommendations to the appropriate Regional Training Manager by November 1<sup>st</sup>. Copies are forward to the Executive Director and a copy to the Facility Head/Division Head by November 15<sup>th</sup>.

- H. All above listed tasks require documentation in the facility training committee meeting minutes. Facility Training Committee meeting minutes shall be maintained in the Facility Training Manual.

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X. TRAINING DOCUMENTATION:

It shall be the responsibility of all Staff Development and Training staff members to ensure that a complete and accurate record of all training is maintained. Each Facility, Parole District, and Division shall be responsible for maintaining “Program Files” for all training events conducted. In addition to the above, each Facility, Parole District, and Division, shall be responsible for creating and maintaining Individual Training Files for all, full-time, part-time, intermittent State Employees, Volunteers, and Contractual staff.

It shall be the responsibility of the Facility Training Coordinator to maintain a master list for all staff within the Facility. This list shall include the following: State, Contractual, Volunteers, and Inter-Agency Staff.

In an effort to reduce the physical space needed and limit the consumption of resources, Staff Development and Training uses the following system for the retention of Individual Training Files and Program Files. All Program Files and Individual Training Files shall be in an electronic format and maintained on the Division of Staff Development and Training’s server. These files shall consist of:

A. Individual Training Files:

The following information shall be included in all Individual Training Files and placed in the correct section.

Each staff member working within the Department shall have an Individual Training File that contains all of his/her training information during his/her employment. Individual Training Files shall consist of five (5) separate sections that identify different areas of training completed by the staff member throughout his/her career with the Department.

1. Section 1: Training History Documentation

This section shall document all training completed by fiscal year. This is accomplished by providing a Learner Transcript. The Learner Transcript will identify completed training for the fiscal year and is a PeopleSoft generated report.

Note: In addition to the fiscal year report, if there is a separation in employment for any reason, the Training Department must provide a Learner Transcript at the time of separation. This shall be placed in Section 1.

2. Section 2: New Employee Training Documentation

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This section is used for documenting all training completed during all Phases of the New Employee Training Process. This section shall contain, at a minimum, the New Employee Training Certificate and the PREA Acknowledgement Form.

3. Section 3: Annual In-service Training Documentation

This section shall be used to document the “In-Service Core” as established by the Department. This section shall contain, at a minimum, the Acknowledgement and Completion of Annual In-service Training Form and the PREA Acknowledgement Form.

4. Section 4: Specialized Training Documentation

This section shall be used to document all training not included in Sections 2 and 3 (Excluding Instructor Certifications). This section shall be for Conferences, Certification Programs, Seminars, Symposiums, Outside Training Programs, and ERO Special Teams Certification and/or Training, including Firearms (Be It Known and Range Data Proficiency forms must be included in this section).

5. Section 5: Instructor Certification

This section shall be used to document all Instructor Certifications such as, Instructor Development and Trainer Development Programs, New Trainer Orientation, Skill-Based Certifications, Firearms Certification, CAPS Certification, QRT Certification, Presentation Skills Certification, and Specialized Instructor Certification Programs. This section shall contain, at a minimum, the Certificate (or other acceptable verification) and Instructor Feedback Form (when applicable).

B. Program Files:

The following list of information shall be included in all Training Program files. Program Files shall be named using the following naming convention: Program start date. Program Files must be maintained in alphabetical order by fiscal year, July 1 through June 30. Program Files shall include the following documentation:

1. Administrative Documentation: (if applicable)
  - a. Incident Reports
  - b. Training Enrollment Forms (Phase 1 and 3)
  - c. Absence Reports
  - d. Inclement Weather Forms
  - e. Instructor Schedule (agenda)

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- f. Administrative Return Letter
  - g. Make-up Letter
  - h. Dismissal Letter
  - i. Completion Letter
- 
- 2. Attendance Roster/Sign-In Sheet
  - 3. Class Transcript (LMS Completion Report)
  - 4. Test (written / Practicum)
  - 5. Test Validation Sheets
  - 6. Acknowledgement Forms
  - 7. OJT Forms
  - 8. Program Evaluation
  - 8. Test (written or practicum)

NOTE: All Program Files must be completed within seven (7) business days. Each of the above documents must be a different file within the Program File.

### **C. Post-Employment Training Documentation**

If a request for training documentation, on any training, is requested by an individual who is no longer employed by the State of Indiana, Staff Development and Training Staff shall direct them to contact the State Personnel Department (SPD). Staff Development and Training shall provide them with the email [SPDTraining@spd.in.gov](mailto:SPDTraining@spd.in.gov).

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XI. PROGRESS REPORT:

The Progress Report shall be considered an annual formal review and evaluation of a Facility's or Division's training operation conducted by Staff Development and Training Supervisory Staff. The review and evaluation shall include a record-keeping system, compliance with training policy, and annual training plan, qualifications of instructional staff, training committee support, program design, delivery, On the Job Training (OJT), and budget.

The Facility Training Coordinator shall be responsible for conducting a Self-Audit Progress Report during the 1<sup>st</sup> week of February. The Self-Audit Progress Report results shall be discussed with the Facility Head and Regional Training Manager by February 11<sup>th</sup>. The Self-Audit Progress Report results must be submitted by February 11<sup>th</sup> to the RTM. The Mock Progress report shall be completed during the last quarter or the current fiscal training year and the results shall be provided to the Facility Head within ten (10) business days of the review being conducted. The Official Progress Report Review shall be completed during the first quarter of the new fiscal training year. The Official Progress Report results shall be provided to Facility Head within ten (10) business days of the review being conducted.

A. Monitoring

In accordance with this policy and administrative procedure, the Executive Director is responsible for the comprehensive development, implementation, review, and evaluation of training on a Department-wide basis. These responsibilities are met through continual monitoring of the training process at all levels.

Staff Development and Training Supervisory Staff shall regularly visit and conduct a site observation for each Facility Training Department within their region. Staff Development and Training Supervisory Staff shall conduct at a minimum one site observation each quarter for one of the facilities within their region, ensuring by the end of the fiscal training year each facility has had at least one site observation conducted. Those results are to be reviewed with the Training Coordinator the day of the observation.

B. Audit Tools

The Executive Director shall authorize standardized audit tools to be utilized by Staff Development and Training Supervisory Staff and Training Coordinators to evaluate the established criteria noted in this policy and administrative procedure. The Audit Tools will ensure that a consistent system of measurement is in place to evaluate each facility in a systematic manner.

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**XII. TRAINING STAFF RESPONSIBILITIES, APPOINTMENTS, AND TRAINING REQUIREMENTS**

All Training Staff, including Adjunct Instructors, are responsible for ethical conduct and role modeling of professional behavior in word, deed, and interactions with others, and for the career development of staff. These staff shall develop, coordinate, conduct, and evaluate training programs and assist other facilities/divisions by conducting training as needed.

**A. Training Staff Responsibilities**

**1. Regional Training Manager**

The Regional Training Manager is responsible for the design, establishment, and administration of the training programs for their region. The Regional Training Manager is responsible for the administration, implementation and evaluation of New Employee Training Process, In-service, On-The-Job Training, and specialized training over their region. Each Regional Training Manager has operational responsibility over the trainers in their region and is accountable for the quality, implementation, and documentation of all training in their region.

- Recruits, interviews, and recommends staff for promotion to the Executive Director of the Division of Staff Development & Training.
- Documents subordinate performance and provides the Executive Director with a summary of the work performance.
- Makes progressive discipline, work improvement, or retraining recommendations to Division of Staff Development & Training's Executive Director for training participants who fail to meet appropriate performance standards.
- Serves as a permanent member of each supporting facility's Facility Training Committee.
- Assists in performing special projects/assignments as directed by Executive Director.
- Conducts site inspections, review audits, reviews/recommends training curriculum and annual training needs assessments/plans as instructed by Executive Director.
- Responsible for the recruitment and evaluation of various adjunct trainer and contract specialists for Special Issue Workshops.
- Assists with improving the Retention rates at all Facilities within their assigned Region.

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- Develops staffing plans to improve succession planning at the Facilities within their assigned Region.

## 2. Regional Training Specialist

The Regional Training Specialist is responsible for the design, establishment and administration of the training programs for their region. The incumbent will be responsible for administration, implementation and evaluation of New Employee Training Process, Phase 3 for their assigned region. The Regional Training Specialist will recruit and supervise various trainers, adjunct trainers and subject matter experts. The Regional Training Specialist reports to the appropriate Regional Training Manager of the Division of Staff Development & Training. Each Regional Training Specialist has operational responsibility over the training staff in their assigned region and is accountable for the quality, quantity, implementation, and documentation of the New Employee Training Process for Phase 3.

- Directs the planning, coordination, development, performance, and evaluation of the New Employee Training Process
- Reviews and documents Facility Correctional Trainers' performance and provides the Facility Head and Regional Training Manager with a summary.
- Participates as a member on each facility's Facility Training Committee within their Region
- Provides instructional support when necessary.
- Responsible for the recruitment and evaluation of full time Training Staff, various adjunct trainers, and Subject Matter Experts for various programs.
- Provides support, assistance, and guidance to trainees.
- Responsible for the recruitment and evaluation of full time Training Staff, various adjunct trainers, and Subject Matter Experts for various programs.
- Provides support, assistance and guidance to trainees.
- Develops and compiles training manuals and materials.
- Reviews, updates, and compiles training materials and makes recommendations for their use on an annual basis.
- Assists in organizing special workshops and seminars within their Region.
- Tests, measures, and evaluates trainee performance and makes recommendation on retention or working status.
- Ensures that all training programs, procedures, methods, and standards comply with national standards.

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### 3. Curriculum Development Manager

The Curriculum Development Manager is responsible for the design, establishment, and administration of the training programs for all operations, support, and program service staff. The Curriculum Development Manager is responsible for the administration, implementation and evaluation of orientation, in-service, On-The-Job Training, and specialized training essential to the mission of a specific division or facility.

- Directs the planning, coordination, development, performance, and evaluation of the facility/division training program for the Department, including researching, designing, developing, and executing strategies to achieve agency purpose, goals, and objectives.
- Assists the Executive Director in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- Responsible for overseeing the revision of curriculum and program materials utilized for training programs throughout the Department.
- Responsible for managing, monitoring, and implementing all aspects of the Staff Development Curriculum Plan.
- Provides budgetary assistance and makes recommendations to the Executive Director.
- Develops and assigns trainers the responsibility of developing eLearning Training Modules and other technology training advancements.
- Supervises the operation of the Learning Management System and electronic training file system for the Division.
- Establishes collaborative working relationships with community-based programs, leaders, allied criminal justice agencies and other departmental trainers.
- Evaluates proposed and existing staff training content and delivery strategies to ensure current policies, procedures, standards, and best practices are incorporated.
- Prepares, develops, and reviews reports pertaining to Staff Development and Training policy, procedures, guidelines, and requirements.
- Supervise, direct, coach, evaluate the operational work, clarifying and interpreting policies and program procedures, resolving disputed issues, disciplining as needed and evaluate performance of staff assigned within their area of responsibility and offer professional growth opportunities.
- Supervises other programs and program sections, assigned, or needed.

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#### 4. Curriculum Development Supervisor

The Curriculum Development Supervisor is responsible for the design, establishment, and administration of the training programs under their supervision. The Curriculum Development Supervisor is responsible for the evaluation of orientation, in-service, On-The-Job Training, and specialized training essential to the mission. The incumbent will recruit and supervise various adjunct trainers and subject matter specialists, performing their duties under the supervision of the Curriculum Development Manager.

- Coordinates the planning, performance, and evaluation of training programs for the Department, including researching, designing, developing, and executing strategies to goals and objectives.
- Assists the Curriculum Development Manager in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance
- Responsible for coordinating the revision of curriculum and program materials utilized for training programs.
- Responsible for monitoring and implementing aspects of the Staff Development Curriculum Plan.
- Develops and assigns trainers the responsibility of developing eLearning Training Modules and other technology training advancements.
- Evaluates proposed and existing staff training content and delivery strategies to ensure current policies, procedures, standards, and best practices are incorporated.
- Prepares, develops, and reviews reports pertaining to Staff Development and Training policy, procedures, guidelines, and requirements.
- Supervises other programs and program sections, assigned, or needed.

#### 5. Curriculum Development Specialist

The Curriculum Development Specialist provides specialized instruction for both new and veteran employees. They work under the supervision of the Staff Development and Training Curriculum Development Supervisor in program design, establishment, and administration of the training programs.

- Assists with efforts to develop department web-based training solutions for compliance training
- Assist with the planning, coordination, development, performance, and evaluation of the training programs for the Department, including

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researching, designing, developing, and executing strategies to achieve agency purpose, goals, and objectives

- Assists with revisions of curriculum and program materials used for training programs throughout the Department
- Coordinates, develops, and instructs training programs as needed at regional training locations and facilities throughout the State at various locations
- Assists with evaluating proposed and existing staff training content and delivery strategies to ensure current policies, procedures, standards, and best practices are incorporated
- Assists with developing training aids, techniques, and methodologies
- Develops and compiles training manuals and materials
- Prepares and distributes surveys and questionnaires used as data reference for Training Needs Assessment

#### 6. Recruitment and Retention Manager

The Recruitment and Retention Manager is responsible for the design, establishment and administration of the Department’s employee recruitment and retention programs. The Recruitment and Retention Manager is responsible for administration, implementation and evaluation of recruitment and retention efforts. The Recruitment and Retention Manager will recruit, train, and supervise staff in methodologies to enhance recruitment and retention of employees, perspective employees, volunteers, and interns.

- Directs the planning, coordination, development, performance and evaluation of Recruitment and Retention programs for the Department, including researching, designing, developing, and executing strategies to achieve agency purpose, goals, and objectives
- Assists the Executive Director in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- Is responsible for overseeing the revision of marketing materials utilized for recruitment and retention programs throughout the Department.
- Is responsible for managing/monitoring/and implementing all aspects of the Staff Development Recruitment Plan.
- Is responsible for managing/monitoring/and implementing all aspects of the Staff Development Retention Plan.
- Develops and assigns staff the responsibility of developing Social Media strategies for enhancing recruitment of perspective employees, interns, and volunteers.

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- Works closely with Agency Executive Staff, Wardens, Division Directors, and State Personnel staff to design, implement, and evaluate strategies for employee engagement.
- Prepares, develops, and reviews reports pertaining to staffing vacancies, recruitment, retention, and attrition rates.
- Supervises, directs, coaches, evaluates the operational work, clarifying and interpreting policies and program procedures, resolving disputed issues, disciplining as needed and evaluates performance of staff assigned within their area of responsibility and offers professional growth opportunities.

#### 7. Recruitment and Retention Supervisor

The Recruitment and Retention Supervisor is responsible for making recommendations for the design, establishment and administration of the Department’s employee recruitment and retention programs. The Recruitment and Retention Supervisor works under the direct supervision of the Recruitment and Retention Manager. The Recruitment and Retention Supervisor is responsible for administering, implementing, and evaluating recruitment and retention efforts as directed by the Recruitment and Retention Manager. The Recruitment and Retention Supervisor will recruit, train, and supervise staff in methodologies to enhance recruitment and retention of employees, perspective employees, volunteers, and interns.

- Coordinates the planning, development, performance and evaluation of recruitment and retention programs for the areas under their supervision, including researching, designing, developing, and executing strategies to achieve goals and objectives.
- Assists the Recruitment and Retention Manager in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- Acts on behalf of the Recruitment and Retention Manager in their absence, as approved.
- Is responsible for coordinating the revision of marketing materials utilized for recruitment and retention programs.
- Is responsible for monitoring and implementing aspects of the Staff Development Recruitment Plan.
- Is responsible for monitoring and implementing aspects of the Staff Development Retention Plan.
- Coordinates, develops, and instructs training programs as needed at regional training locations and facilities throughout the State at various locations.

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- Develops and assigns staff the responsibility of developing Social Media strategies for enhancing recruitment of perspective employees, interns, and volunteers.
- Works closely with Wardens, Division Directors, and State Personnel staff to design, implement, and evaluate strategies for employee engagement.
- Establishes collaborative working relationship with community leaders, allied criminal justice agencies, employment agencies, colleges, universities, trade schools, and other State Agencies to foster partnerships for employee recruitment and retention.
- Prepares, develops, and reviews reports pertaining to staffing vacancies, recruitment, retention, and attrition rates.

8. Recruitment and Retention Coordinator

The Recruitment and Retention Coordinator (RRC) acts as a mentor to aid in the retention of new and veteran employees. They will attend Job Fairs and other recruitment activities and assist veteran staff in the job shadow process. The RRC will serve on various committees, including, but not limited to, the facility training committee, performance measurement committee, communication committee, as well as committees at the facility level for the purpose of becoming engaged in the interior activities of the facilities. The RRC will also be a liaison between all staff and Staff Development and Training for the purpose of keeping staff apprised of special events and/or training activities.

- Attends Job Fairs and other recruitment activities.
- Coordinates Phase 2 job shadows with veteran staff and facility members and ensures paperwork is completed and submitted.
- Works with State Personnel Department staff to coordinate all recruitment activities for the facility.
- Consistently promote the IDOC.
- Attends facility Staff Assembly meetings.
- Attends roll calls to inform staff of upcoming training events and opportunities.
- Serves as a permanent member of the Facility Training Committee; attend meetings.
- Serves as chairperson for Regional Recruitment and Retention Committee.
- Makes recommendation on retention or working status.
- Prepares and distributes surveys and questionnaires used as data reference, including, but not limited to, exit interviews, long-term employee surveys, and culture assessments.

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## 9. Operations Manager

The Operations Manager is responsible for overseeing the research, curricula development, design, establishment, and administration of Skill-Based Training programs for the Division of Staff Development and Training. Additionally, the Operations Manager is responsible for facilities management operations including planning, organizing, developing, and directing the overall operation of the physical plant services unit in accordance with policies and procedures, current federal, State, and local standards, guidelines and regulations to assure that the facility is maintained in a safe and comfortable manner. Physical plant services consist of three major functional areas: engineering, grounds-keeping, and safety/security. Primary areas include program support, physical plant needs/repairs, housekeeping operations, security operations, work schedule coordination, collaborative agreements, and other duties as assigned.

- Oversees the research, curricula development, and implementation of Skilled-Based Training programs
- Develops performance and evaluation tools to be utilized in agency/division training programs and special issue workshops
- Researches, designs, develops, and executes various training strategies while adhering to established departmental goals and objectives
- Establishes an effective working relationship with community-based program leaders, criminal justice agencies, and other trainers both in and out of state, and colleges/universities' academicians
- Provides Department-wide operational support and services
- Works closely with Executive Directors, Division Directors, Wardens, and department heads and contract providers to provide relevant training opportunities that are classification/job specific
- Acts as Accreditation Manager and oversees the compliance of all national standard areas related to skill-based training, fiscal, health and safety, and physical plant
- Provides budgetary assistance and makes recommendations to the Executive Director
- Assists the Executive Director in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance
- May act as a subject matter expert and training resource regarding all training related matters

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- Is responsible for the development and implementation of orientation/on-the-job/in-service training for subordinate staff
- Is responsible for maintaining Staff Development and Training fixed asset inventory; maintenance and approval of work orders for repair
- Assists in the development of Division activities
- Supervises assigned staff in the performance of their duties by directing, coaching, evaluating, clarifying, and interpreting policies/procedures, resolving disputed issues, disciplining as needed, and offering professional growth opportunities (support staff, physical plant, housekeeping etc.)
- Supervises other programs and program sections, as assigned, or needed
- Coordinates and manages physical plant operations and lodging needs of participants
- Assists in performing special projects/assignments as directed by Executive Director
- Conducts site inspections, program review audits, review/recommend training curriculum, and annual training needs assessment/plans as instructed by Executive Director
- Acts as a point of contact or liaison for the Division with other departmental, State & local agencies and other stakeholders.

#### 10. Training Coordinator

Training Coordinator provides specialized instruction for both new and veteran employees at their assigned facility, regional training site, and the Correctional Training Institute. The Training Coordinator is responsible for the establishment and administration of the training programs for all facility staff. They are responsible for coordinating and supervising various adjunct trainers, instructors, and subject matter specialists in delivery of authorized training materials, lesson plans, skilled-based training and projects.

- Conducts Orientation, In-Service, On-the-Job Training or Academy instruction for all staff
- Analyzes effectiveness of training
- Researches and develops training curricula to meet specific performance objectives
- Develops training aids and techniques
- Reviews, updates, and compiles training materials and makes recommendations for their use on an annual basis
- Assists in organizing special workshops and seminars
- Tests, measures, and evaluates trainee performance and

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makes recommendation on retention or working status

- Provides support, assistance, and guidance to trainees as appropriate
- Develops and compiles training manuals and materials
- Ensures that all training programs, procedures, methods, and standards comply with national standards.
- Assists in the safety and the security of the facility
- Collaborates with all departments within the facility to enhance the learning environment and performance of employees
- Promotes positive professional values and personal accountability
- Maintains a variety of training records, course information, and prepares written reports regarding training programs as directed by this policy and the Regional Training Manager.
- Participates as the Chairperson of the facility Training Committee
- Performs other duties as assigned

#### 11. Training Officer

The Training Officer provides specialized instruction for both new and veteran employees at one of the Department's Correctional Facilities. The Training Officer will coordinate/supervise various adjunct trainers and subject matter experts. The Training Officer will also provide instructional support at the regional training sites, and Correctional Training Institute, as needed.

- Conducts Orientation, In-Service, On the Job Training or Academy instruction for all staff
- Develops training aids and techniques
- Assists in organizing special workshops and seminars
- Tests, measures, and evaluates trainee performance and makes recommendation on retention or working status
- Provides support, assistance, and guidance to trainees as appropriate
- Develops and compiles training manuals and materials
- Promotes positive professional values and personal accountability
- Maintains a variety of training records, course information, and prepares written reports regarding training programs
- Attends and successfully completes all required training and certifications

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- Performs other duties as assigned

## B. Appointments and Training Requirements

### 1. Training Coordinators

The Facility/Division Head, Regional Training Manager, and Regional Training Specialist with the approval of the Executive Director, shall appoint the Facility/Division Training Coordinator. If the Facility/Division Training Coordinator is a staffing table position, the Training Coordinator shall be employed according to the job qualifications and the procedures established by the State Personnel Department with the Executive Director, or designee, serving as a member of the interview and selection panel.

The Training Coordinator position selection by the Facility Head / Division Head, in consultation with the Regional Training Manager, Regional Training Specialist, and Executive Director, shall be based upon the following:

- Training experience
- Education
- Relevant experience; (corrections, criminal justice, other)
- Technical expertise in related subject matter
- Ability to communicate well verbally and in writing
- Organizational skills
- Ability to be a leader and role model

Upon selection/appointment of a new Facility/Division Training Coordinator, the Regional Training Manager shall coordinate within the first week of assignment/selection the dates for the new Training Coordinator to complete the following training requirements within established timelines:

#### Training Requirements:

- Satisfactorily complete Instructor Development and Trainer Development Programs, approved by the Executive Director that minimally includes “Adult Learning Theory” “Presentation Skills” and “Classroom Management” within the first twelve (12) months of appointment.
- Satisfactorily complete the Staff Development and Training’s “New Correctional Trainer Orientation” within the first two (2) weeks of appointment with the Regional Training Manager.

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- c. Satisfactorily complete the Staff Development and Training’s “New Training Coordinators” eLearning Module within thirty (30) days of appointment.
- d. Facility Training Coordinators shall satisfactorily complete an approved Learning Management System Training program within ninety (90) days of appointment.
- e. Within eighteen (18) months of appointment, all new Facility Training Coordinators shall complete the Department’s DOC Supervisory Program.
- f. Satisfactorily complete the Staff Development and Training’s “Field Training Manager” certification within ninety (90) days of appointment.

2. Training Officers

Training Officers shall develop, coordinate, conduct, and evaluate specialized training programs, skilled-based programs, and assist other facilities/divisions and Regional Training sites by conducting training as needed.

If the Training Officer position is not a staffing table position, selection by the Facility/Division Head, in consultation with the Regional Training Manager, Regional Training Specialist, and Executive Director, shall be based on:

- Training experience
- Education
- Relevant experience; (corrections, criminal justice, other)
- Technical expertise in related subject matter
- Ability to communicate well verbally and in writing
- Organizational skills
- Ability to be a leader and role model

Within the first twelve (12) months of selection/appointment the new training officers must complete the following training requirements:

- a. Satisfactorily complete the Instructor Development and Trainer Development Programs, approved by the Executive Director that minimally includes “Adult Learning Theory,” “Presentation Skills,” and “Classroom Management.”

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- b. Satisfactorily complete the Staff Development and Training “New Correctional Trainer Orientation” within the first two weeks of appointment with the Regional Training Manager.
  - c. Facility Training Officers shall satisfactory complete an approved Learning Management System Training program within ninety (90) days of appointment.
3. Adjunct Instructors

Division of Staff Development and Training adjunct instructors shall assist Facilities, Regions, and external agencies in conducting Staff Development Programs, Trainer Development Programs, Certification Programs, Workshops, and Training Seminars.

At a minimum, all Adjunct Instructors shall complete Presentation Skills in addition to any required Instructor Certification Program. Prior to instructing, the individual must complete the Presentation Skills eLearning Module and/or within one hundred eighty (180) days complete the Presentation Skills Instructor Led Training.

4. Subject Matter Experts

Select personnel may serve as Adjunct Instructors in the areas of their professional expertise. Individuals deemed to be Subject Matter Experts (SME) shall assist Facilities, Regions, and external agencies in conducting Staff Development Programs, Trainer Development Programs, Certification Programs, Workshops, and Training Seminars.

The designation of SME shall be based on a combination of the individual’s educational background and professional experience in the area related to the curriculum for the designation of SME. It is highly encouraged that SME complete a presentations skills course prior to instructing.

The SME designation shall be requested in writing by the Training Coordinator and submitted to the Regional Training Specialist for review. The Regional Training Specialist will make a recommendation and submit it to the Regional Training Manager for final review. Only the Executive Director of Staff Development and Training may waive an Instructor Certification requirement. Request for exception of a certification based on education and/or professional experience must be submitted to the Executive Director in writing.

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XIII. RECRUITMENT AND RETENTION:

The Recruitment and Retention Team shall consist of the Recruitment and Retention Manager, Recruitment and Retention Supervisor, and nine (9) Recruitment and Retention Coordinators. The Recruitment and Retention Team shall be under the supervision and direction of the Executive Director. The purpose of these positions is to establish recruitment and retention strategies and practices for the Department.

The Recruitment and Retention Manager (RRM) shall direct the work of the Recruitment and Retention Team. The RRM shall collaborate with various stakeholders throughout the Department and State Personnel to identify employment trends, staffing needs, and opportunities for growth.

The RRM shall work with the Department’s Executive Staff, Division Directors, Wardens, and Parole District Supervisors to implement strategies for addressing the needs of the particular group through the work of the Recruitment and Retention Coordinators (RRC).

The RRCs shall coordinate recruitment and retention efforts based on assigned geographic locations and will be divided into 9 Regions. The Regions are:

- Region 1: Indiana State Prison, South Bend Community Re-Entry Center, Chain O’ Lakes Correctional Facility, and South Bend Parole District #8
- Region 2: Westville Correctional Facility, LaPorte Juvenile Correctional Facility, and Gary Parole District #6
- Region 3: Logansport Juvenile Correctional Facility, Miami Correctional Facility, and Fort Wayne Parole District #2
- Region 4: Correctional Industrial Facility, Madison Correctional Facility, and Madison Parole District #9
- Region 5: Plainfield Correctional Facility, Reception Diagnostic Center, and Edinburgh Correctional Facility
- Region 6: Indiana Women’s Prison, Pendleton Juvenile Correctional Facility, Re-Entry Parole District #1, and Indianapolis Parole District #3
- Region 7: Putnamville Correctional Facility, Rockville Correctional Facility, and Terre Haute Parole District #4B
- Region 8: Wabash Valley Correctional Facility, Branchville Correctional Facility, Evansville Parole District #4A, and Bloomington Parole District #5
- Region 9: Pendleton Correctional Facility, Central Office (including New Castle Correctional Facility and Heritage Trails Correctional Facility Maintenance Staff), and New Castle Parole District #7

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The duties and responsibilities of the Recruitment and Retention team shall be established by the Executive Director in collaboration with the Department’s Executive Staff and Director of Human Resources. Two primary areas of focus shall be recruitment and retention.

A. Recruitment

The Recruitment and Retention Team shall focus on three (3) main areas in recruitment:

1. Marketing:

The Recruitment and Retention Team shall work with Facility and Divisional staff where appropriate to communicate position vacancies, promotional opportunities within the Department, and hiring events where the Indiana Department of Correction will be represented. The Recruitment and Retention team will also develop marketing strategies which include, but are not limited to:

- a. Military and Veteran recruitment
- b. Specialized positions
- c. Hard-to-fill positions as identified by the facility and State Personnel Department.

2. Job Fairs:

The Recruitment and Retention Team shall collaborate with the State Personnel Department to participate in and conduct employment job fairs. The RRC will also host and/or research events to attend within the assigned region. In the event in-person employment job fairs are unavailable, the RRC will plan and host virtual career fairs via Microsoft Teams.

3. Career Fairs and Educational Institution Partnerships:

The Recruitment and Retention Team shall collaborate with colleges, universities, trade schools, and other educational institutions to provide information regarding careers in corrections.

B. Retention

The Recruitment and Retention Team shall focus its retention efforts on employee engagement. The Recruitment and Retention Team shall work with Department and Facility Executive Staff to implement a Department-wide Engagement Plan. The employee engagement plan shall consist of the following four (4) components:

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1. Cultural Assessment

The Recruitment and Retention Team shall collaborate with Facility and Department Executive Staff to conduct a cultural survey at each Facility and Parole District. The culture assessment shall be conducted in two (2) formats: in-person interviews and electronic surveys.

- a. All staff will receive an electronic survey to complete anonymously.
- b. The RRC and/or Staff Development and Training representative will use State-issued equipment to ask staff to complete the survey while conducting rounds within the facility.
- c. In facilities where cell phone reception is not favorable (Wabash Valley Correctional Facility, Branchville Correctional Facility, Chain O'Lakes Correctional Facility, and the Reception Diagnostic Center), the RRC will select ten percent (10%) of staff to conduct surveys in-person, while the remainder of staff (90%) will receive an electronic survey.

Cultural Surveys shall be conducted quarterly throughout the calendar year. Additional follow-up culture assessments may be requested and conducted at the discretion of the facility and the Recruitment and Retention Manager. The Recruitment and Retention Team shall work with the Division of Research and Technology to review the data collected and develop an annual culture report to be submitted to the following:

The annual culture report will be forwarded to:

- Executive Director of Staff Development and Training
- Executive Director of Human Resources
- Assigned Executive Director of Adult Facilities
- Executive Director of Division of Youth services (if applicable)
- Director of Parole Services (if applicable)

2. Exit Interviews

The Recruitment and Retention Coordinators shall work with Facility Staff and SPD to conduct face-to-face Exit Interviews when appropriate and, when not practical, a Microsoft Teams exit interview shall be attempted with the exiting employee. Facility SPD Staff shall notify the Recruitment and Retention Coordinator upon receipt of an employee's notice to leave State employment. Notices shall be provided to the RRC within three (3) business days of receipt.

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Recruitment and Retention Supervisor shall use the data collected from the Exit Interview to develop quarterly reports to be presented to the Recruitment and Retention Manager for approval. Quarterly reports shall be submitted by the fifteenth (15th) day of the month following the end of the quarter.

The quarterly report shall be forwarded to:

- Executive Director of Staff Development and Training
- Executive Director of Human Resources
- Assigned Executive Director of Adult Facilities
- Executive Director of Division of Youth Services (if applicable)
- Director of Parole (if applicable)

3. Long Term Employee Survey

The Recruitment and Retention Team shall develop and disseminate surveys targeted at long-term employees regarding their employment experiences. This information shall be used to develop strategies to enhance employee engagement and retention. The Long-Term Staff surveys shall be delivered in one of the two (2) available formats: in-person or via electronic survey.

a. In-person interviews:

In-person interviews shall be conducted by the Recruitment and Retention Coordinators of all employees with one (1), three (3), five (5), and twenty (20) years of service with the Department. Designated years of service may be modified by the Staff Development and Training Executive Director. Facility and Department Executive staff shall work with the Recruitment and Retention Coordinators to schedule employees meeting these criteria during their anniversary month.

b. Electronic surveys:

Upon request and at the discretion of the Executive Director of Staff Development and Training and the Recruitment and Retention Manager, shall use additional electronic surveys to gain feedback from Indiana Department of Correction employees. Employees will be able to complete these surveys anonymously and will be made available through email.

The Recruitment and Retention Supervisor shall use the data collected from Long-Term Employee Surveys to develop quarterly reports to be presented to the

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Recruitment and Retention Manager for approval. Quarterly reports shall be submitted by the fifteenth (15th) day of the month following the end of the quarter.

The quarterly report will be forwarded to:

- Executive Director of Staff Development and Training
- Executive Director of Human Resources
- Assigned Executive Director of Adult Facilities
- Executive Director of Division of Youth Services (if applicable)
- Director of Parole (if applicable)

4. Employee Recognition and Awards

The Departments Executive Staff may establish programs to enhance staff morale and recognize employee’s contributions to the workforce. At the discretion of the Executive Director of Staff Development and Training and the Department’s Executive Staff, the Recruitment and Retention Team will assist with planning, organizing, coordinating, and disseminating various recognitions and awards throughout the department.

5. Employee Engagement Committee

Staff Development and Training shall establish a permanent committee to review information gathered during the Culture Assessments, from Exit Interviews, and the Long-Term Employee Surveys and additional resources identified by the committee; the information shall be used to develop strategies designed to foster a more engaged workforce.

The Employee Engagement Committee shall be responsible for researching, establishing, collecting, and reporting performance measurement data related to the Department’s Recruitment and Retention initiatives. The Employee Engagement Committee shall analyze various outcomes in order to formulate appropriate Department Goals and Initiatives for the Department related to recruiting and retaining quality and capable employees.

The Employee Engagement Committee shall use various methodologies to measure desired and actual outcomes of the Department’s Recruitment and Retention efforts, including Survey Monkey, Program Evaluations, Job Performance Reviews, and data collected from SPD.

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The Employee Engagement Committee shall meet quarterly to provide ongoing evaluation of all employee engagement activities. Three (3) Board Members, one (1) of which must be either the Chairman or Vice Chairman and two-thirds (2/3) of the committee's members must be present to conduct a business meeting.

The Employee Engagement Committee shall consist of Committee Board (9) and Committee Members.

i. Committee Board

The Board shall serve as the Department's representation on the committee. The Committee Board shall be responsible for guiding the committee and developing the scope of work.

The Committee Board shall consist of the following:

- Executive Director of Staff Development and Training (Chairman)
- Executive Director of Human Resources (Vice Chairman)
- Deputy Commissioner of Diversity and Development
- Deputy Commissioner of Administration and Finance
- Deputy Commissioner of Re-Entry and Youth Services
- Executive Director of Diversity and Development
- Executive Directors of Adult Facilities
- Executive Director of the Division of Youth Services
- Director of Parole Services

ii. Committee Members

Each Warden shall appoint one (1) staff member to serve as a member of this committee. The Division of Parole Services shall appoint three (3) staff members to serve as a member of this committee. The individual selected shall be a working member of the committee and shall serve as the facility representative to the committee. The individual selected to participate shall speak on behalf of the Warden and Parole Supervisor during Committee Meetings. Additional Department staff shall be appointed based on the recommendation of Division directors. The committee members will be rotated annually or at the discretion of the Executive Director of Staff Development and Training.

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XIV. MUTUAL SUPPORT:

- A. Mutual support among trainers (Facility, Division, Central Office, and Outside Agencies) for cooperation and collaboration is expected and required for:
  - 1. Improvement of trainer skills individually;
  - 2. Enhancement of trainer credibility collectively;
  - 3. Advancement of the training profession; and,
  - 4. Facilitation of operations at the Regional Training sites.
  
- B. Mutual support among trainers provides an opportunity for increased efficiency in the delivery of training through:
  - 1. More effective trainer/participant ratios
  - 2. Better use of space, equipment, and materials
  - 3. Distance Learning through use of Microsoft Teams

Staff Development and Training adjunct instructors shall assist Facilities, Regions and Outside Agencies in conducting Staff Development Programs, Trainer Development Programs, Certification Programs, Distance Learning Programs, Workshops, and Training Seminars.

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XV. TARDINESS AND ABSENCES:

Good attendance, punctuality, and complete participation are expected of all personnel attending all Department sponsored training events. All attendance for the Department's training programs shall be recorded on the Attendance Roster Sign-in Sheet (Attachment 1-E) Any tardiness, absence, or class work missed must be made up prior to any training credit or certification being granted.

Tardy, Tardiness, and Absences for the purpose of training shall be defined as:

**ABSENCE:** Failure of a participant to report to the training location when he or she is scheduled to attend or missing more than ten percent (10%) of a particular lesson.

**TARDY:** Reporting to a training program more than five (5) minutes after the scheduled starting time.

**TARDINESS:** The repeated behavior of reporting to a training program after the scheduled starting time.

1. Attendance

Any staff member responsible for instructing/coordinating a training program shall be responsible for tracking program participant attendance by monitoring program registrations, verifying attendance, and completing a Trainee Absence Report (Attachment 1-G). All Trainee Absence Reports shall be completed and list any training topics for which the employee missed time. The Trainee Absence Reports need to be forwarded to the Training Coordinator immediately after attendance is taken for that day. The Facility Training Coordinator is responsible for notifying their Regional Training Specialist of any absences/time missed for all Phases of the NETP process after attendance has been completed. The Facility Training Coordinator is responsible for notifying the participant's supervisor of any absences/time missed for all training programs after attendance has been completed.

This section applies to all training governed by the Division of Staff Development and Training, regardless of the delivery method (in-person, distance learning, etc.) including the following, but not limited to:

- All Phases of the New Employee Training Process (including On-the-Job Training)
- Inservice Training
- Professional Development Programs
- Instructor Certifications Programs

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- Special Issue workshops, including position specific events when participation is mandatory (e.g., Retreats)

### A. Traditional Classroom (in-person training)

All in-person attendance for the Department's training programs shall be recorded on the Attendance Roster Sign in Sheet (Attachment 1-E). Each participant shall, by their own hand, initial each a.m./p.m. session that they are in attendance. The program manager/instructor shall verify the accuracy of attendance and sign the Attendance Roster Sign-in Sheet certifying it is accurate and true.

### B. Distance Learning

#### 1. Individual attendance

Attendance shall be recorded for all distance learning programs. Participants who participate in a training session from an assigned workstation, remote location, or from a location other than a traditional classroom setting shall complete the verification of attendance letter (Attachment 1-Q) and affirm that they wholly participated in the program as per the program requirements. No credit shall be awarded for participation in a distance learning program until the verification of attendance letter has been received by the Program Dean.

#### 2. Group attendance

For some distance learning programs participants may participate in the training session, in a classroom or other group type setting. In these cases, there shall be an assigned facilitator or liaison and attendance shall be recorded as if it was an in-person training session. Each attendee shall, by their own hand, initial each a.m./p.m. session that they are in attendance. The program facilitator/liaison shall verify the accuracy of attendance and sign the Attendance Roster Sign-in Sheet certifying it is accurate and true. Once the program is complete the facilitator/liaison shall provide the original Attendance Roster Sign-in Sheet to the program manager for record keeping and verification of attendance.

### C. Make Up

If a participant is absent for more than ten percent (10%) of a training program, they shall be required to make-up the specific lesson the absence occurred during. A make-up letter shall be provided to the Facility Training Coordinator for all absences. The make-up letter shall outline the participant's name, specific course(s) missed, requirements needed to

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complete make-up for the program and timeframe for completion. The Training Coordinator is responsible for coordinating and ensuring that the participant completes the required make-up with a certified instructor for the specific course. Once the make-up is completed the Training Coordinator shall provide a signed letter of completion outlining the participant’s name, course completed, hour-for-hour make-up time(s) and date(s), as well as the name of the instructor completing the make-up. The letter of completion must be forwarded to the Regional Training Manager for approval. The Regional Training Manager once approved will provide the Program Dean with the completion letter to award credit or issue a certificate of completion. The Program Dean shall ensure that the participant status is updated once they receive the approved make-up completion letter. This documentation will be maintained in the program file.

A participant shall not be considered as having met program requirements until the Certification or Certificate of completion has been awarded.

All participants with an incomplete status for the New Employee Training Process must complete all make-up within thirty (30) days of absence. Failure to complete all required make-up within the thirty (30) day timeframe may result in program dismissal and require the participant to attend the New Employee Training Process in its entirety, respective to their position or personnel classification.

Ultimately, it is the responsibility and liability of the individual, the Facility Training Coordinator, Regional Training Specialist, Regional Training Manager, and the Facility/Division Head to ensure the individual’s training requirements are satisfied in accordance with this policy and administrative procedure.

**B. Program Dismissal**

A participant who fails to successfully satisfy all requirements of a training program due to failure to complete program assignments, issues involving behavioral problems, unexcused absences or tardiness, problems with background check, may be dismissed from the program. The Program Lead shall be required to complete a dismissal letter for any participant that is dismissed from any part of a Staff Development and Training program. The Program Lead shall forward the dismissal letter to the Program Dean for approval. The Program Dean shall forward all dismissal letters to the Executive Director for final approval.

A letter of dismissal shall be written to the Facility Head from the Program Dean with a copy to the appropriate Regional Training Manager, Regional Training Specialist and Facility Training Coordinator. Participants shall not be allowed to return to the program

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without the approval of the Executive Director of Staff Development and Training. The dismissal letter shall be maintained in the program file.

C. Letter of Administrative Return:

A participant who fails to successfully complete a program due to no fault of their own shall be classified as an Administrative Return.

Reasons for an Administrative Return include excused absences of over 7.5 hours for the entire the program which could be caused by illness of the participant, or of an immediate family member documented by a physician, hospitalization of a participant, or of a dependent family member, or death of an immediate family member.

A letter of Administrative Return shall be written to the Facility Head from the Program Dean with a copy sent to the Regional Training Manager, Regional Training Specialist, and Facility Training Coordinator. The Administrative Return Letter shall be maintained in the program file and employee training file.

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XVI. TESTING PROCESS:

During any testing process, participants are not allowed to use manuals, notes, or other aids. If a participant fails a test, training staff shall offer to read the test to the participant. The participant shall retake the test immediately. If they fail it a second time the Regional Training Specialist and/or Training Coordinator shall coordinate with the Regional Training Manager to dismiss the participant from the Training Program. This dismissal is not a termination of employment but allows for the facility to have the discretion to request for re-admittance for the next Training Program or to complete specific training the staff member did not complete the first time. All tests administered by Staff Development and Training are solely based on the Performance Objectives of each program. Each program requiring a test (written or skill practicum) shall have a minimum passing score. Minimum scores range from seventy percent (70%) to one hundred percent (100%) depending on the program.

A. The following procedures shall be followed when administering all written tests:

1. On the day of testing, staff shall procure enough test booklets to accommodate one (1) test booklet for each participant. Each test booklet is numbered sequentially and shall be checked for continuity (Example: If ten participants are to be tested, test booklets #1 through #10 would be used). After testing has been completed, all test booklets shall be accounted for and returned to secure storage.
2. All tests shall be administered under direct observation by a Staff Development & Training staff member.
3. One (1) test answer sheet for each participant. A copy is provided as (Attachment 1-F) and may be reproduced locally as required.
4. Test answer sheets shall be distributed, and participants shall follow the instructions provided. All materials, books, pads, etc., shall be removed from individual's test surface.
5. Participants shall be instructed to put away any electronic devices (phones, tablets, etc.).
6. Participants shall be directed "*not to start until instructed to do so.*"
7. After confirming that each participant has a test answer sheet and booklet, participants shall place the number of the test booklet on the answer sheet in the space provided.
8. Participants shall be advised that after completing the test, all answer sheets and booklets must be turned in to the instructor.

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9. All participants' tests shall be graded.
10. Validate questions missed using Attachment 1-H, recording all questions missed by each participant. If over one-half (51%) of participants miss the same question, the question would be invalid and not counted against participant test scores. This process is only used for the NETP Phase 3 Post Test.
11. After scoring, answer sheets shall be returned to participants.
12. All answer sheets shall be collected, ensuring that one (1) answer sheet is returned by each participant.

### B. The following procedures shall be followed when administering electronic tests:

1. Only a member of the Staff Development and Training Management or Supervisory Team may enroll a participant into an electronic test.
2. On the day of testing, staff shall enroll participants in the Department's Learning Management System (LMS) no earlier than one (1) hour prior to conducting the electronic test.
3. All tests shall be administered under direct and constant observation by a Staff Development and Training staff member.
4. Participants shall be instructed to put away any electronic devices (phones, tablets, etc.).
5. Participants shall be directed "*not to start until instructed to do so.*"
6. Participants shall be advised that after they have completed the test, Training Staff will confirm their grade.

### C. On-the-Job Testing Requirements

If a new trainee receives below seventy percent (70%) on their final OJT Test, they should be given the opportunity to take a second test. The second test shall not be administered until a Field Training Officer has retrained the staff person on the task sheets covering the missed questions on the test. This will require the trainee to remain assigned to training until the trainee has been retrained and given the second test. If the trainee fails both tests, the Facility Head shall decide on whether the employee shall complete the program a second time, or if employment should be terminated.

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It is the responsibility of the Facility Training Coordinator to ensure tests are maintained in a secure location behind two (2) locking mechanisms and accountability of each test is maintained at all times. Close attention must be paid to ensure tests are not compromised at any time, whether during storage or while in use. It is the facilitators' responsibility to ensure that during the testing process they are present at all times. Failure to maintain the integrity of the test, the test process, and the test area could result in disciplinary action against person(s) responsible.

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XVII. SKILL-BASED TRAINING:

Staff Development and Training is responsible for the development, coordination, implementation, and review of skill-based training programs. Staff Development and Training shall specifically be responsible for:

- Defensive Tactics
  - Adult Facility / Parole Personal Protection
  - DYS Personal Protection
  - Use of Physical Force
  - Communication Mental Preparation
- Security Skills
  - Legal Authority of Searches
  - Basic Security Principles
  - Pat, Frisk, and Modified frisk Searches
  - Strip and Body Cavity Searches
  - Use of Restraints
- Cardiopulmonary Resuscitation (CPR)
- First Aid
- Automated External Defibrillator
- Correctional Police Officer Training

A. Certifications and Criteria

Staff Development and Training is responsible for certifying end users and instructors for all skill-based programs. The following levels of certification shall apply to all skill-based programs.

- End User – This is a person who has been trained and in a specific skill.
- Instructor – This is a person who is certified to train end users in a specific skill.
- Instructor Trainer – This is a person who is certified to train staff to be Instructors in a specific skill.
- Master Instructor – This is a person who is certified to train staff to be Instructor Trainers in a specific skill.

The following criteria shall be met for Instructor Certification for Skill-Based Curriculum:

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1. Staff attending instructor certifications shall complete a one-day Presentation Skills program prior to attending the skill specific instructor certification. This shall only need to be completed at the instructors' initial certification.
2. Staff attending instructor certifications of any level shall complete a skills evaluation and written test at 100% accuracy. Certifications shall be for a 2-year period. There shall be no "re-certification program." All staff shall attend the certification program to ensure the continued consistency of training.
3. To be eligible for Instructor Trainer certification, an instructor shall have a minimum of 200 hours of documented training time for that training in which he/she is attempting to gain Instructor Trainer certification.
4. Master Instructors shall be selected from the Instructor Trainer pool. To be eligible for Master Instructor certification, an Instructor Trainer shall have a minimum of 400 hours of documented training time for the training in which they are attempting to gain Master Instructor certification. Master Instructors for skills-based programs shall be at the discretion of the Executive Director and Operations Manager.
5. In order to be certified as an instructor, staff must complete the following for each skill-based program:
  - i. Security Skills:  
Presentation Skills  
Security Skills Instructor Course (22.5 hours)
  - ii. Adult Personal Protection (Facility / Parole):  
Presentation Skills  
Personal Protection Instructor Course (22.5 hours)
  - iii. DYS Personal Protection:  
Presentation Skills  
DYS Personal Protection Instructor Course (30 hours)
  - iv. CPR/First Aid/AED:  
Twenty-Four (24) hours Instructor Development Program  
Sixteen (16) hours CPR/ First Aid/ AED Instructor Course

B. Medical Exemption

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Staff, including part-time, full-time, and contractual staff who present medical certification (not verbal) that states they cannot take part in any or all of the skill-based training modules, shall not be mandated to physically participate in that part or all of the modules. However, they shall observe all the modules and physically participate in any portion medical certification does not cover.

Staff members shall be verbally tested on those portions of the skill-based testing that they cannot perform physically and fully tested on those portions that they can physically perform. No training credit points shall be awarded for the verbal.

Any techniques that are marked as unacceptable due to a documented medical reason must be noted as such on the back of the evaluation sheet. If the participant is unable to achieve a passing score due to having medical restrictions, they shall be considered incomplete for that program and it shall be noted in the Department’s LMS to assist with documentation.

Medical Certification shall be filed with the staff member’s personnel records and serve as the documented reason that they are not certified. The facility Training Department is responsible for contacting Human Resources to verify that the staff member does have medical documentation on file.

C. Release and Waiver of Liability, Assumption of Risk and Indemnity Agreement for Inter-Agency Employees

All Inter-Agency requests for Department assistance in providing Skills Based Training for their employees must be forwarded to Staff Development and Training’s Executive Director and Operations Manager. Upon receiving approval, the Training Coordinator shall make contact with the Inter-Agency in order for their employees to complete and submit the Release and Waiver of Liability (Attachment 1-N), Assumption of Risk and Indemnity Agreement for Inter-Agency Employees. Once the completed form has been returned to the Executive Director and Operations Manager, the training may be scheduled.

D. Safety / Training Equipment

The following safety equipment shall be the only equipment authorized for use with the skills-based training programs listed in this Administrative Procedure.

1. Tumbling style mats:  
Mats must be a minimum of 4-foot wide and 2-inches thick with interlocking Velcro tabs.
2. Century BOB - Strike Mannequin  
Both the Century BOB and Century BOB XL are approved.

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3. Blocking Pads

Blocking pads shall have reinforced handles and measure 22-inches Long x 16-inches Wide x 5-inches Thick and designed for impact absorption.

Prior to purchasing any new or replacement equipment, Training Coordinators will work with the Regional Training Manager and Operations Manager to identify the appropriate safety equipment for their training area.

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XVIII. NEW EMPLOYEE TRAINING PROCESS:

The New Employee Training Process is approved by the Commissioner for the training of all new staff. All new staff must complete this training prior to supervising offenders/youth or working in any division of the Department.

All staff (State Employees, Contractual Staff, and Volunteers) having routine contact with the Offender/Youth population shall adhere to the PREA standards which requires them to complete the PREA training. All correctional and health services staff shall be trained to respond to health-related situations within a four-minute response time on an annual basis.

A. Administration and Operation of the New Employee Training Process

The Executive Director of Staff Development and Training has complete oversight of all administrative and operational matters related to the new employee training process.

The Executive Director may designate remote locations away from the Correctional Training Institute to operate as a Regional Training Site. In all cases, these sites shall adhere to this procedure in its entirety.

The Executive Director shall designate Regional Training Managers and Specialists to oversee and manage the New Employee Training Process (NETP) in each region.

B. Program Structure and Responsibilities

The New Employee Training Process shall be structured in phases. Phases 1, 2, and 3 shall be the same for all employees. Phases 4 and 5 will vary depending on the employee's classification and/or the population they are working with (i.e., Adult Offenders, Youth, or community supervision).

Each Training Coordinator will be responsible to work with the Facility Human Resource Department to establish when New Employee Training will be scheduled. Once the Training Coordinator has determined when a New Employee Training Process session is scheduled, they are responsible for drafting a proposed schedule outlining all dates for each phase to be completed. The Training Coordinator shall submit the proposed schedule to the Regional Training Manager. The Regional Training Manager shall review the proposed schedule for each New Employee Training to ensure all requirements have been met. Once the Regional Training Manager has approved the proposed schedule the Regional Training Manager will then provide the Training Coordinator with the naming convention that is to be used.

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The Regional Training Manager will be responsible for tracking naming conventions issued.

1. Phase One (1) New Employee Orientation (See Attachment 2)

a. Training Coordinator Responsibilities

- Search Acknowledgment Forms
- Evaluations needed for Skill Based training.
- Answer sheets needed for testing.
- PREA Pamphlets. (Attachment 5-B)
- Training Enrollment Forms. (Attachment 1-L)
- Inclement Weather Forms (Attachment 1-B /1-C)
- Attendance Roster(s) (Attachment 1-E)
- Trainee Absence Reports (Attachment 1-G)
- Regional Participant Guidelines (Attachment 1-N)
- Develop and Coordinate Instructor Agenda
- Request PSIDs for Contractual Staff
- Create Class Codes in the Learning Management System (LMS).
- Enroll all staff in each Phase needed in LMS.
- Submit Inclement Weather Forms to Regional Training Specialist
- Submit Training Enrollment Letters to Regional Training Specialist.
- Submit Daily Absence Reports to Regional Training Specialist.
- Notify Regional Training Specialist of all second attempted failed testing immediately. Including:
  - Name of staff member
  - Type of test
  - Confirmation on offering to read 2<sup>nd</sup> test to staff member
  - First and Second Test Scores
- Verify Completion of eLearning
- Complete data entry for Phase 1 within seven (7) business days of Phase completion.
- Coordinate make-up training needed for staff absences
- Complete electronic Program File within seven (7) business days of Phase completion (see section 15).
- Submit Performance Measurement Data for Phase 1 within seven (7) business days of Phase completion. Including:

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- Grade Report (Attachment 1-O)
  - Validation Summary (Attachment 1-H)
  - Statistical Data (Attachment 1-P)
- Submit Lodging Request (Attachment 5-A; East Region Attendance Only).
- b. Regional Training Specialist Responsibilities
  - Submit Training Enrollment Forms to RTM.
  - Submit Inclement Weather Forms to RTM
  - Monitor Attendance, Track Absences and Communicate Absences to RTM.
  - Create Make-up Letters
  - Create Letters of Administrative Return (if applicable)
  - Notify RTM of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member
    - First and Second Test Scores
- c. Regional Training Manager Responsibilities
  - Monitor NETP training schedules and naming conventions issued.
  - Ensure to provide Regional Training Specialist with this information.
  - Collect all Training Enrollment Forms
  - Collect all Inclement Weather Forms
  - Provide support to Regional Training Specialist and Training Coordinator as needed
  - Track absences
  - Contact Executive Director of Staff Development and Training of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member
    - First and Second Test Scores
  - Notify Facility Warden of all second attempted failed testing immediately.
    - Name of staff member

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- Type of test
- Confirmation on offering to read 2<sup>nd</sup> test to staff member
- First and Second Test Scores
  
- Create and issue Dismissal Letters (if applicable)

Dismissal Letters must have the approval of the Executive Director of Staff Development and Training prior to creating. Once approved the dismissal letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist and Executive Director of Staff Development of Training.

### 2. Phase Two OJT Training (See Attachments 2)

#### a. Training Coordinator Responsibilities

- Prepare documents
  - Sign-In Sheets
  - Absence Reports
  - Evaluations needed for Skill Based
  - On the Job Training (OJT) Acknowledgment Logs
  
- Schedule and Coordinate OJT with Field Training Manager (FTM).
  - Schedule
  - Briefings
  - Debriefings
  
- Non-Custody/Parole staff complete OJT Survey after the completion of Phase 2.
- Submit Daily Absence Reports to Regional Training Specialist
- Complete data entry for Phase 2 within seven (7) business day of Phase completion.
- Coordinate make-up training for staff absences
- Complete electronic Program File within seven (7) business days of Phase completion (see section 15)
- Notify Regional Training Specialist of all second attempted failed testing immediately.
  - Name of staff member
  - Type of test

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- Confirmation on offering to read 2<sup>nd</sup> test to staff member
    - First and Second Test Scores
  - Submit Performance Measurement Data for Phase 2 within seven (7) business days of Phase completion.
    - Grade Sheet
    - Validation Summary
    - Statistical Data
- b. Regional Training Specialist Responsibilities
  - Monitor attendance, track absences, and communicate absences to RTM.
  - Create make-up letters (if applicable)
  - Create Letters of Administrative Return (if applicable)
  - Notify RTM of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member
    - First and Second Test Scores
- c. Regional Training Manager Responsibilities
  - Provide support to Regional Training Specialist and Training Coordinator as needed
  - Track absences
  - Contact Executive Director of Staff Development and Training of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member
    - First and Second Test Scores
  - Notify Warden of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member

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- First and Second Test Scores

- Create and issue Dismissal Letters (if applicable)

Dismissal Letters must have the approval of the Executive Director of Staff Development and Training prior to creating. Once approved the dismissal letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist and Executive Director of Staff Development of Training.

3. Phase Three (3) Academy (2 Weeks)– This Training shall be conducted at the Regional Training Location (See Attachments 2)

- a. Training Coordinator Responsibilities

- Verify completion of eLearning
- Coordinate make-up training needed for staff absences

- b. Regional Training Specialist Responsibilities

- Develop Instructor Agenda
- Notify Instructors thirty (30) days in advance.
- Send reminder to instructors fourteen (14) days prior to the training event.
- Verify LMS enrollment for all facilities within the region.
- Verify all Training Enrollment Forms were received.
- Verify all Inclement Weather Forms were received.
- Coordinate with Liaison
  - Classroom confirmation
  - Classroom set-up
  - Review of Liaison Duties
- Prepare documents needed for this Phase
- Monitor attendance, track absences, and communicate absences with Regional Training Manager
  - Create Make-up Letters (if applicable)
  - Create Letters of Administrative Return (if applicable)
  - Monitor Phase 3 Staff (instructors and participants)

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- PREA Acknowledgement Form are completed and sent to Training Coordinators.
  - Submit daily absence reports to Facility Training Coordinator after attendance has been completed.
  - Notify RTM of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member
    - First and Second Test Scores
  - Complete data entry for Phase 3 within seven (7) business days of Phase completion
  - Complete electronic Program File within seven (7) business days of Phase completion (see section 15)
  - Submit Performance Measurement Data for Phase 3 within seven (7) business days of Phase completion.
    - Grade sheet
    - Validation Summary (if applicable)
    - Statistical Data
- c. Regional Training Manager Responsibilities
- Provide support to Regional Training Specialist and Training Coordinator as needed
  - Track absences
  - Contact Executive Director of Staff Development and Training of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member
    - First and Second Test Scores
  - Notify Facility Warden of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member

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- First and Second Test Scores
- Create and issue Dismissal Letters (if applicable)

Dismissal Letters must have the approval of the Executive Director of Staff Development and Training prior to creating. Once approved the dismissal letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist and Executive Director of Staff Development of Training.

4. Phase Four (4) of the New Employee Training Process will vary depending upon the employee or contractor's job classification and population in which the employee/contractor will be working. (See Attachments 2)
  - a. Training Coordinator responsibilities Adult NETP Phase 4
    - Schedule and Coordinate OJT with Field Training Manager (FTM).
      - Schedule
      - Briefings
      - Debriefings
      - Complete OJT Survey after completion of Phase 4
    - Submit Daily Absence Reports to Regional Training Specialist after attendance has been completed.
    - Notify Regional Training Specialist of all second attempted failed testing immediately.
      - Name of staff member
      - Type of test
      - Confirmation on offering to read 2<sup>nd</sup> test to staff member
      - First and Second Test Scores
    - Complete data entry for Phase 4 within seven (7) business day of Phase completion.
    - Coordinate make-up training needed for staff absences.
    - Complete electronic Program File within seven (7) business days of Phase completion (see section 15)
    - Submit Performance Measurement Data for Phase 4 within seven (7) business days of Phase completion.

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- Grade Sheet
- Statistical Data
  
- a. Training Coordinator responsibilities Juvenile and Parole Phase 4
  - Coordinate make-up training needed for staff absences
  
- b. Regional Training Specialist responsibilities for Adult NETP Phase 4
  - Monitor attendance, track absences, and communicate absences with RTM.
  
- c. Regional Training Specialist responsibilities for Juvenile NETP Phase 4
  - Verify LMS enrollment for all juvenile facilities.
  - Verify all Training Enrollment Forms was received.
  - Verify all Inclement Weather Forms (when applicable) was received.
  - Develop Instructor Agenda
    - Notify Instructors thirty (30) days in advance.
    - Send reminder to instructors fourteen (14) days prior to the training event.
  
  - Coordinate with Liaison
    - Classroom confirmation
    - Classroom set-up
    - Review of Liaison Duties
  
  - Prepare documents needed for this Phase
  - Monitor attendance, track absences, and communicate absences with Regional Training Manager.
  - Create Make-up Letters (if applicable)
  - Create Letters of Administrative Return (if applicable)
  - Monitor Phase 4 Staff (Instructors)
  - Submit daily absence reports to Facility Training Coordinator after attendance has been completed.
  - Complete data entry for Phase 4 within seven (7) business days of Phase completion
  - Complete electronic Program File within seven (7) business days of Phase completion (see section 15)

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- Submit Performance Measurement Data for Phase 4 within seven (7) business days of Phase completion.
  - Grade Sheet
  - Validation Summary (if applicable)
  - Statistical Data
- Notify Regional Training Manager of all second attempted failed testing immediately.
  - Name of staff member
  - Type of test
  - Confirmation on offering to read 2<sup>nd</sup> test to staff member
  - First and Second Test Scores
- d. Regional Training Specialist responsibilities for Parole Phase 4
  - Monitor attendance, track absences, and communicate absences with Regional Training Manager.
- e. Regional Training Manager Responsibilities
  - Provide support to Regional Training Specialist and Training Coordinator as needed
  - Track absences
  - Contact Executive Director of Staff Development and Training of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member
    - First and Second Test Scores
  - Notify Facility Warden of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member
    - First and Second Test Scores
  - Create and issue Dismissal Letters (if applicable)

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Dismissal Letters must have the approval of the Executive Director of Staff Development and Training prior to creating. Once approved the dismissal letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist and Executive Director of Staff Development of Training.

5. Phase Five (5) of the New Employee Training Process is only applicable to Division of Youth Services and Parole Services Staff. This will vary depending upon the employee or contractor's job classification. (See Attachments 2)

a. Training Coordinator responsibilities for Juvenile NETP Phase 5

- Schedule and Coordinate OJT with Field Training Manager (FTM).
  - Schedule
  - Briefings
  - Debriefings
  - Complete OJT Survey after completion of Phase 5
- Submit Daily Absence Reports to Regional Training Specialist after attendance has been completed.
- Notify Regional Training Specialist of all second attempted failed testing immediately.
  - Name of staff member
  - Type of test
  - Confirmation on offering to read 2<sup>nd</sup> test to staff member
  - First and Second Test Scores
- Complete data entry for Phase 5 within seven (7) business day of Phase completion.
- Coordinate make-up training needed for staff absences.
- Complete electronic Program File within seven (7) business days of Phase completion (see section 15)
- Submit Performance Measurement Data for Phase 5 within seven (7) business days of Phase completion.
  - Grade Sheet
  - Statistical Data

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- b. Training Coordinator responsibilities for Parole NETP Phase 5
  - Coordinate make-up training needed for staff absences
  
- c. Regional Training Specialist responsibilities for Juvenile NETP Phase 5
  - Monitor attendance, track absences, and communicate absences with Regional Training Manager.
  
- d. Regional Training Specialist responsibilities for Parole NETP Phase 5
  - Verify all Training Enrollment Forms was received.
  - Verify all Inclement Weather Forms (when applicable) was received.
  - Coordinate with Liaison
    - Classroom confirmation
    - Classroom set-up
    - Review of Liaison Duties
  - Monitor attendance, track absences, and communicate absences with Regional Training Manager.
  - Create Make-up Letters (if applicable)
  - Create Letters of Administrative Return (if applicable)
  - Monitor Phase 5 Staff (Instructors)
  - Submit daily absence reports to Parole Training Coordinator after attendance has been completed.
  - Submit Performance Measurement Data for Phase 3 within seven (7) business days of Phase completion.
    - Grade Sheet
    - Validation Summary (if applicable)
    - Statistical Data
  - Notify Regional Training Manager of all second attempted failed testing immediately.
    - Name of staff member
    - Type of test
    - Confirmation on offering to read 2<sup>nd</sup> test to staff member
    - First and Second Test Scores

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e. Regional Training Manager Responsibilities

- Provide support to Regional Training Specialist and Training Coordinator as needed
- Track absences
- Contact Executive Director of Staff Development and Training of all second attempted failed testing immediately.
  - Name of staff member
  - Type of test
  - Confirmation on offering to read 2<sup>nd</sup> test to staff member
  - First and Second Test Scores
- Notify Facility Warden of all second attempted failed testing immediately.
  - Name of staff member
  - Type of test
  - Confirmation on offering to read 2<sup>nd</sup> test to staff member
  - First and Second Test Scores
- Create and issue Dismissal Letters (if applicable)

Dismissal Letters must have the approval of the Executive Director of Staff Development and Training prior to creating. Once approved the dismissal letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist and Executive Director of Staff Development of Training.
- Ensure all NETP Phase requirements have been met.
  - Will provide facility Training Coordinators with Certificate of Completion for all staff who have meet the NETP requirements for their classification.
  - Will provide an email to Executive Director of Staff Development and Training and facility Warden outlining NETP participants who still have not completed all requirements of the NETP for each group on a quarterly basis, this should be completed no later than two weeks after the beginning of the new quarter.

C. Program Attendance

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All new staff persons who have offender/youth contact shall attend NETP unless they have been separated from Department employment for less than one (1) year and return to the same or similar classification. (NOTE: Offender/youth contact refers to staff that either directly supervise offenders/youths or have regular daily contact with offenders.)

Department staff with no offender/youth contact may be permitted to complete a modified New Employee Training Process. All request for participation in a modified NETP must be submitted in the following manner.

- Exceptions to the attendance requirement must be submitted in writing by the Facility Training Coordinator to the appropriate Regional Training Specialist then forwarded to the Regional Training Manager and Executive Director for final disposition.
- If approved for a modified NETP, the Regional Training Manager shall provide in writing, the minimum training requirements.

New staff shall NOT have unsupervised offender/youth contact prior to successful completion of all phases of the New Employee Training Process and all mandated certification programs.

1. The Regional Training Manager may, at the request of a Facility Head in their Training Region, make a written request to the Executive Director, requesting that any veteran staff be enrolled in NETP. These requests shall indicate the training needs. Training is conducted for knowledge and skill development. It should not be used for disciplinary actions.
2. Enrollment by External Agencies: When resources are available, Division training may be available to external agencies. Requests for training from external agencies shall be forwarded for review, recommendation, and approval by the Executive Director. There may be a reimbursable cost associated with training non-departmental staff.
3. Telehealth Worker New Employee Training Process

The Department may contract with medical providers to provide telehealth services for the offender/youth population. In cases when a new contract employee is hired to work solely as a telehealth worker, the contractor shall be required to complete the following training:

- a. Introduction to the Indiana Department of Correction

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- b. Vision and Mission Statement
- c. Organizational Structure
- d. Information Resource User
- e. Trafficking and its Harm
- f. Prison Rape elimination Act
- g. Correctional Policy and Procedure
- h. Corrections 101 (Professionalism)

This section only applies to telehealth workers who work remotely (off-site) and have no physical contact with the offender/youth population.

**D. Minimum Class**

Minimum class size to conduct Phase 3 of NETP is six (6) participants. Mutual support may be required to meet the minimum number of participants by combining employees among several facilities (or Regional Sites). Should the Facility Head request an exemption to the minimum attendance requirement, this request must be made through the Regional Training Specialist then forwarded to the Regional Training Manager and Executive Director for final disposition.

**E. Correctional Professional Certification and Issuance of Certificates**

Staff completing the New Employee Training Process shall be issued a Certificate upon successful completion of all training requirements. Certificates shall include signatures of the Regional Training Manager and the Executive Director. Contractual and Central Office staff completing the New Employee Training Process shall have their Certificate forwarded by the Regional Training Manager to the facility/division upon documented, satisfactory completion of the entire New Employee Training Process.

No Certification shall be issued until the participant has completed all make-up work including eLearning modules.

All blank Certificates shall be issued to the Regional Training Specialist by Staff Development and Training.

**F. Veterans Affairs (VA) Applications**

Each Regional Training Manager shall identify a staff member/point of contact that shall be a School Certifying Official (SCO) and responsible for briefing and debriefing the VA application.

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1. All staff that are identified as the SCO shall complete an online training developed by the Department of Veteran Affairs within 30 days of their appointment. The certificate created by the online course will be submitted to the Staff Development VA Liaison. The Staff Development VA Liaison will forward the certificate to the Department of Veteran Affairs.
2. The SCO shall give an overview of the VA Benefits during Phase Three Week 1 of the New Employee Training to staff members that are eligible to apply for VA benefits.
3. Form 22-1999 side-A shall be completed and faxed for each Veteran before completing Phase 1 of the New Employee Training Process. Form 22-1999 side-b shall be completed once the employee completes the New Employee Training Process or has been terminated from employment. All 22-1999 forms shall be faxed (317-234-8744) to the Department of Veterans Affairs State Approving Agency. The Regional Training Site VA Liaison shall forward the names to the Staff Development VA Liaison prior to forwarding the forms to the Department of Veterans Affairs State Approving Agency for tracking purpose.

Form 22-1999 shall be considered “Restricted” and maintained in a locked cabinet, behind a locked door at all times when not being reviewed or utilized. No person other than the VA liaison shall maintain copies of VA applications.

#### G. Regional Training Sites

The Commissioner has empowered the Executive Director to designate Department facilities as regional training sites. The Executive Director has designated the following sites based on location, availability of trainers, available space, and equipment.

The facilities listed below are designated as Regional Sites:

1. Central Regional Site: Plainfield Correctional Facility

Regional Site for the following facilities: Plainfield Correctional Facility, Reception Diagnostic Center, Indiana Women’s Prison, Central Office, Edinburgh Correctional Facility, and Heritage Trail Correctional Facility.

2. East Regional Site: Correctional Training Institute

Regional Site for the following facilities: Branchville Correctional Facility, Correctional Industrial Facility, Madison Correctional Facility, Pendleton

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Correctional Facility, Pendleton Juvenile Correctional Facility, and New Castle Correctional Facility.

3. North Regional Site: Westville Correctional Facility

Regional Site for the following facilities: Westville Correctional Facility, Chain O' Lakes Correctional Facility, Indiana State Prison, and South Bend Community Re-Entry Center.

4. North Central Regional Site: Miami Correctional Facility

Regional Site for the following facilities: Miami Correctional Facility, LaPorte Juvenile Correctional Facility, and Logansport Juvenile Correctional Facility.

5. West Regional Site: Putnamville Correctional Facility

Regional Site for the following facilities: Putnamville Correctional Facility, Wabash Valley Correctional Facility, and Rockville Correctional Facility.

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XIX. ON THE JOB TRAINING PROGRAM:

The purpose of the On-the-Job Training (OJT) Program is to establish and provide a standard training program for departmental staff and contract workers. These procedures are applicable to all on-the-job training programs to include New Employee, Promotions, Transfers, Demotions, and Shift Changes. Additionally, the Executive Director of Staff Development and Training may establish specific on-the-Job training requirements for specialized duty assignments, such as, staff working in a Restrictive Status Housing Unit, specialized mental health treatment units, or other area requiring specialized training or job knowledge.

A. Responsibilities

1. Staff Development and Training Operations Manager

Staff Development and Training's Operation Manager shall have administrative oversight of all on-the-job training programs. The Operation Manager shall work directly with Division Directors, Facility Heads, and Program Deans to implement classification and job specific on-the-job training programs throughout the department.

Additionally, the Operations Manager shall work directly with Regional Training Managers, Facility Training Coordinators, Field Training Managers, and Field Training Officers in the administration of all on-the-job training programs.

The Operations Manager (OM) shall:

- a. The OM shall conduct certification courses for Field Training Managers.
- b. The OM shall be responsible for monitoring and evaluating the Field Training Manager's performance as it relates to the On-the-Job Training Program as outlined in this Administrative Procedure. The OM shall work with the Regional Training Manager to provide feedback to the Facility Head on a regular basis.
- c. The OM or designee shall conduct an annual review of program documentation and provide guidance in matters related to the OJT Program.
- d. The OM shall conduct and or coordinate quarterly meetings with Field Training Managers to review current trends, identify potential deficiencies, and address future needs for on-the-job training.
- e. The OM shall conduct two audits of each division and facility on-the-job training program annually. Audits shall take place during the months of July and January each year.

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- f. The OM with approval from the Executive Director of Staff Development and Training shall have the authority to revoke certification of a Field Training Manager and/or Field Training Officer for violations of the Department's Standards of Conduct, Standardized State Personnel Rule, or failure to adhere to this Administrative Procedure.

## 2. Regional Training Manager's Responsibility

The Regional Training Manager shall have administrative oversight of all on-the-job training programs within their assigned region. Including:

- New Employee Training Process (NETP),
- Classification Change (i.e., promotional, demotion, and lateral),
- Transfers (i.e., Facility, Division, or Shift Assignment)

The Regional Training Manager (RTM) shall be responsible for:

- a. Ensuring Facilities and Divisions within the assigned region are compliant with this Administrative Procedure.
- b. Conducting periodic reviews of on-the-job training programs and reporting the findings to the Operations Manager. At a minimum, the Regional Training Manager shall conduct two reviews, these reviews shall be conducted in March and September.
- c. Provide regular feedback to the Facility / Division Head regarding the performance of the Field Training Manager and Field Training Officers.
- d. Coordinate, schedule, and conduct on-the-job training for Field Training Manager, Training Coordinators, and Training Officers.
- e. Participate in bi-annual program reviews.
- f. Provide guidance to the facility regarding the Field Training Program.
- g. Shall be responsible for notifying the Operations Manager within seven (7) days of any change in appointment of the Field Training Manager.

## 3. Training Coordinator's Responsibilities:

The Training Coordinator shall be responsible for managing and overseeing the On-the-Job Training Program at the facility, parole district, or division headquarters. The Facility Training Coordinator shall:

- a. Review all Performance Check Sheets to ensure that they are complete, accurate, and in the correct format and submit them to the Facility Head or Division Director for approval.

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- b. Review all On-the-Job Training Acknowledgement Forms for accuracy and submit them to the Facility Head or Division Director.
  - c. Maintain a catalog of facility approved Performance Check Sheets for each classification.
  - d. Work with the Field Training Manager and various Department Heads to develop classification specific Performance Check Sheets for all classifications assigned to the facility, district, or division.
  - e. Shall develop the OJT Final Test based on their facility specifics and receive approval from the Facility/Division head, Regional Training Manager and Operations Manager prior to implementation.
  - f. Track and record completion of all On-the-Job Training in the Department’s Learning Management.
  - g. Track and record all On-the-Job Training documentation in accordance with this Administrative Procedure.
  - h. Monitor the work performance as it relates to the On-the-Job Training program of the Field Training Manager and Field Training Officers and provide regular feedback on performance.
  - i. Carryout the responsibilities of the Field Training Manager (FTM) in the absence of an appointed Field Training Manager.
4. Field Training Managers (FTM) Responsibilities and Minimum Requirements For Appointment:

The Field Training Manager shall be the staff member assigned to coordinating and track all on-the-job training assignments to include New Employee Training, classification change OJT, Transfer OJT, shift change OJT, and specialized OJT. The Field Training Manager shall report administratively to the Training Coordinator for all matters related to On-the-Job Training.

It is the responsibility of the Warden, Division Director, or their designee, to designate a staff member to fill this role. Appointment to the role of Field Training Manager must be in writing and submitted to the Facility Training Coordinator and Regional Training Manager.

- a. Field Training Manager (FTM) Responsibilities:
  - i. The FTM shall coordinate the OJT program for all: new employees, newly promoted staff, staff demotions, and transfers (including shift changes).

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- ii. The FTM shall be responsible for coordinating with department heads (e.g., Custody Supervisor, Deputy Warden, Physical Plant Director, etc.) to develop training modules applicable to their respective departments.
- iii. The FTM shall conduct certification courses for Field Training Officers.
- iv. The FTM shall be responsible for monitoring and evaluating the Field Training Officer's performance as it relates to the On-the-Job Training Program.
- v. The FTM shall review program documentation from the Field Training Officers and provide guidance in matters related to the OJT Program.
- vi. The FTM shall conduct and or coordinate a daily briefing and debriefing with all staff currently participating in an on-the-job training program. .
- vii. The FTM may with approval of the Training Coordinator and Facility Head, designate up to two FTOs per shift/bracket/division, to serve as "Lead FTOs". Lead FTOs may conduct briefings and debriefings in the absence of the FTM. The facility head shall designate in writing to the training coordinator and FTM their approval of the Lead FTOs.
- viii. The FTM shall establish a tracking system to track progress for each employee participating in an OJT program and make this tracking accessible to the Training Department for reviews.
- ix. The Field Training Manager shall be responsible for tracking attendance, completing absence reports, and communicating to the Training Coordinator missed time due to absence or reassignment to a post of job that is not an approved part of the designated On-the-Job Training Program.
- x. The FTM shall coordinate with the Facility/Division Head and Human Resources for Phase 1 Job Shadowing. (See Section 27)
- xi. The FTM shall complete all required documentation and report and submit them to the Facility Training Coordinator within designated time periods.

b. Field Training Manager Minimum Qualifications:

The Field Training Manager performs a critical role in coordinating and tracking completion of mandatory on-the-job training. The FTM is required to perform administrative and field tasks. The Warden / Division Director shall utilize the following minimum qualifications when appointing a staff member to serve as the Field Training Manager.

- i. Minimum of three (3) years of continuous employment with the Indiana Department of Correction.

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- ii. Must have received a minimum of Meets Expectations / Successful on most recent Performance Appraisal.
- iii. Must maintain an acceptable performance rating while serving in the capacity of the Field Training Manager.
- iv. Must have above average communication skills (both oral and written).
- v. Must have above average knowledge of departmental policy.
- vi. Must have above average knowledge of facility/division rules, regulations, and directives.
- vii. Must have the ability to adjust their work schedule in order to work day shift, night shift, weekends, and occasional holidays to meet the needs of the On-the-Job Training program.
- viii. Ability to work with a diverse workforce.
- ix. Ability to serve as a positive role model and mentor to Field Training Officers, trainees, and peers.
- x. Ability to multitask and coordinate multiple On-the-Job Training Sessions simultaneously.
- xi. Must successfully complete the Field Training Manager Certification Program within 180 Days of appointment and maintain certification throughout their appointment.
- xii. Must successfully complete the Instructor Development Program within 1 year of appointment.

### 5. Responsibilities of the Field Training Manager's Immediate Supervisor

With the Field Training Manager being an appointed position, the FTM's immediate supervisor plays a vital role in the success of the On-the-Job Training program. The Field Training Manager's Immediate Supervisor shall be responsible for:

- a. Coordinating and collaborating with the Training Coordinator and Regional Training Manager to evaluate the FTM's work performance as it relates to the On-the-Job Training Program.
- b. Ensuring that the FTM has adequate time to dedicate to performing the required duties of the Field Training Manager including administrative and field functions.
- c. Participating in the bi-annual On-the-Job Training Reviews conducted by Staff Development and Training.

### 6. Department Head Responsibilities:

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Each Department Head plays an important role to ensure that employees working in their areas have the knowledge and skills to perform the duties of the job assignment. Each Department Head shall be responsible for:

- a. Collaborating with the Training Coordinator and Field Training Manager to develop Performance Check Sheets for the specific classification working under their supervision.
  - b. Ensure that each Department has an adequate number of certified Field Training Officers to support the On-the-Job Training Program.
  - c. Communicate with the Training Coordinator and Field Training Manager feedback on FTO performance and Trainee’s performance during the OJT program.
  - d. Ensure that all training requirements are met related to the OJT for all employees working under their supervision.
7. Requirements and Qualifications for Field Training Officers (FTO)

All Field Training Officers shall have at least six (6) months’ experience post New Employee Training with the Department. Annual performance appraisals must indicate that these individuals have a thorough knowledge of their job duties and responsibilities.

- a. All FTOs must have the desire and ability to help train employees.
- b. Individuals should possess excellent written and verbal skills.
- c. Individuals must be disciplinary action free for at least twelve (12) months.
- d. Individuals should have working knowledge of the job, as evidenced by having at least “meet expectations” on their performance appraisals.
- e. Possess coaching abilities and the ability to provide constructive feedback to help the trainee improve job performance.
- f. FTOs must successfully complete Presentation Skills in the traditional classroom setting or through eLearning approved by Staff Development and Training.
- g. The FTO shall also successfully complete the Staff Development and Training 1-day Field Training Officer Certification. They shall also complete a recertification biennially.

All Field Training Officers must apply and be approved by their Supervisor, Shift Supervisor (if applicable), Department Head, Field Training Manager, and Facility Training Coordinator. All application shall be maintained in the Facility’s Field Training Master Binder.

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## B. New Employee Training Process (NETP) On-the-Job Training

All new employees shall be required to complete on-the-job training as a portion of their New Employee Training Process. At no time shall a trainee be permitted to work in any correctional setting without the direct supervision and guidance of a certified Field Training Officer. All portions of the New Employee Training Process to include On-the-Job Training must be successfully completed prior to being assigned to work a unit or post without the direct supervision of an FTO. Nor shall they be permitted to work overtime other than for the purpose of travel, completing documentation, or additional training functions (i.e., Emergency Team Cadet).

### 1. Custody Staff

All Custody staff must complete all phases of the OJT Training Program totaling one hundred forty-four (144) hours and pass the OJT Final Test consisting of written and skill-based tests before working in an unsupervised post. Any absences or assignments other than the designated On-the-Job Training shall not count toward the completion hours for the New Employee Training Process, On-the-Job Training hours.

Trainees must achieve a score of 70% or greater on the written test and skills practicum. All tests shall be administered following the guidelines established in this Administrative Procedure.

### 2. Non-Custody Staff

All Non-custody staff must complete all phases of the OJT Training Program totaling a minimum of eighty (80) hours and pass the OJT Final Test consisting of written and skill-based tests before working in an unsupervised post. Any absences or assignments other than the designated On-the-Job Training shall not count toward the completion hours for the New Employee Training Process, On-the-Job Training hours.

Trainees must achieve a score of 70% or greater on the written test and skills practicum. All tests shall be administered following the guidelines established in this Administrative Procedure.

### 3. Contract Employees

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All contract staff must complete all phases of the OJT Training Program totaling eighty (80) hours before working in an unsupervised. This is a combination of IDOC Required On-the-Job Training and employer designated training.

All contract employees must complete forty (40) hours of facility specific On-the-Job Training. This portion of the OJT program shall consist of tool control, key control, offender accountability, population specific disciplinary procedures,

Each contractor (employer) shall be required to develop job specific On-the-Job Training. The OJT Training shall consist of a minimum of 40 hours OJT Training relevant to the employee's job duties.

Trainees must achieve a score of 70% or greater on the written test and skills practicum. All tests shall be administered following the guidelines established in this Administrative Procedure.

C. Requirements for Shift Changes and Transfers On-the-Job Training

Any staff member who transfers to another shift or facility shall be required to complete On-the-Job Training. Completion of the appropriate OJT Performance Checklists shall document the training and it shall be recorded in the Department's Learning Management System (LMS) and Employee's Training Packet.

1. Intra-facility Shift Change On-the-Job Training

For cases of an intra-facility shift change, On-the-Job Training is required if the staff person has not worked the shift for a period of one (1) year. Shift change OJT training shall consist of at least twelve (12) hours of classification appropriate OJT and documented by use of the Performance Checklists. OJT for Shift Changes shall take place during the staff member's first full day working the new shift.

2. Transfer On-the-Job Training

In cases of lateral transfer from one facility/division to another, OJT training shall consist of at least twenty-four (24) hours of classification appropriate OJT and documented by use of the Performance Checklists. The OJT shall be in addition to any required Orientation Training and shall be completed prior to any post or duty assignment.

D. Requirements for Classification Change On-the-Job Training

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Staff members who are promoted, voluntarily demote, are involuntarily demoted, or laterally change classifications shall complete forty (40) hours of classification appropriate on-the-job training for the new classification. Completion of the appropriate OJT Performance Checklists shall document the training and it shall be recorded in the Department’s Learning Management System (LMS) and Employee’s Training Packet.

Non-Custody staff transitioning into a Custody classification shall complete eighty (80) hours of OJT specific to their Custody role/classification.

All staff members must successfully complete the required OJT training program before working unsupervised in their new classifications.

F. OJT Program Reviews

Each Facility shall participate in an OJT Program Review. The review shall be conducted biannually by the Division of Staff Development and Training.

The review will evaluate the facility’s / division’s compliance with this Administrative Procedure. Each facility will be rated as “Compliant” or “Non-Compliant”. A rating of non-compliant will require the Training Coordinator, Field Training Manager, and Field Training Manager’s supervisor to develop a plan of corrective action and establish a timeframe for the facility to become compliant with this Administrative Procedure.

Additionally, Staff Development and Training shall provide a Survey Link for all NETP Participants to complete at the conclusion of their On-the-Job Training. Facility Training Coordinators and Field Training Manager will utilize the information gathered through this survey to complete a self-audit and monitor employee feedback.

G. Field Training Master Binder

Each Facility shall create and maintain a Field Training Master Binder. The Facility Training Coordinator shall work with the Field Training Manager to ensure this binder is maintained and kept up to date with the most current materials. This binder shall contain the following information:

- List of Current Field Training Officers (FTO) to include expiration of certifications.
- All applications for current Field Training Officers (FTO)
- A copy of FTM/FTO Certificates
- Current Performance Check Sheets for all Classifications
- Staff Development and Training Policy 01-05-101

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- Any and all relevant OJT Operational Procedures, Directives, or Memorandums
- New Employee Training Process Schedules
- OJT Committee Meeting Minutes

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XX. ANNUAL INSERVICE TRAINING:

Staff Development and Training shall structure an Annual In-Service Training for all staff for each year subsequent to the first year of employment. To ensure the Department uses a measurable standard for tracking In-Service Training hours, each facility shall be required to complete the following percentage of facility staff In-service for the quarter (Both Department and Contractual staff.)

All staff (State Employees, Contractual Staff, and Volunteers) that have routine contact with the Offender/Youth population shall adhere to the PREA standards which requires them to complete the PREA training.

It is the Training Coordinator’s Responsibility to ensure their facility reaches 100 percent completion rate of all staff by June 30. It is recommended they adopt the following process in order to complete the required training:

- 1<sup>st</sup> Quarter (July – September) – 30%
- 2<sup>nd</sup> Quarter (October – December) – 30%
- 3<sup>rd</sup> Quarter (January – March) – 30%
- 4<sup>th</sup> Quarter (April – June) – 10%

All facility/division staff members shall receive training relevant to their duties in mandatory, statutory, policy, and administratively mandated topics (Attachment 3).

All staff (State Employees, Contractual Staff, and Volunteers) members with regular or daily offender/youth contact (Administrative, Managerial, Professional/Specialist, and Support) shall be required to complete a minimum of forty (40) hours of Inservice Training. All staff (clerical/support) with controlled, minimal offender contact shall be required to complete a minimum of (16) hours of In-Service Training. Executive staff members (Deputy Wardens and Above) who exceed forty (40) hours of training, relevant to their position, may not be required to attend the Department's In-Service Training. This does not relieve staff from completing the PREA Inservice training that Policy and Administrative Procedure 02-01-115 “Sexual Abuse Prevention” requires all staff with offender/youth contact to complete. Professional and job relevant training received by these staff shall serve to meet the requirement of the Inservice syllabus. Conferences, Warden and Deputy Warden Symposiums, Executive Leadership, and NIC Trainings are all examples of substituted training. Additionally, facility Executive Staff members must remain current in certifications for Personal Protection, Security Skills, and CPR/First Aid/AED.

It shall be the responsibility of all department heads to schedule their staff for Annual Inservice Training, based upon hire date or prior to their last Inservice Training. Facility Training

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Coordinators shall submit an Annual Inservice Training Calendar by May 1 to all department heads. The Department Head shall submit a training schedule for their staff by June 1 to the Facility Training Coordinator. If a training schedule is not submitted by June 1 the Facility Training Coordinator must assign a training schedule for staff members and notify department head and facility head that a date has been scheduled for the staff member. It shall be the Department Head's responsibility to notify their staff of the training date.

If a staff member fails to satisfactorily complete a scheduled training, the Training Coordinator shall notify their Department Head in writing and the staff member may be rescheduled. If the staff member fails to satisfactorily complete the second training; their department head and the facility head shall be notified. Action appropriate to the situation shall be taken by administrative staff.

- A. Central Office Staff shall be required at a minimum to complete sixteen (16) hours Inservice e-Learning within the fiscal year.
- B. Staff may be required to attend remedial New Employee Training, Inservice Certification, and OJT programs for documented instances of marginal or less than acceptable work performance due to lack of knowledge and skill.

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XXI. TRAINING REQUIREMENTS FOR CORRECTIONAL POLICE OFFICERS:

Staff selected and approved to become Correctional Police Officers shall complete a forty (40)-hour preservice self-study program provided by Indiana Law Enforcement Academy (ILEA). At the completion of the preservice program, they will have one (1) year to complete a Tier II Law Enforcement Program at ILEA. This process may be waived for individuals who have already completed a Tier II Academy or higher through ILEA or an ILEA approved training academy and are currently certified to be a police officer through the ILEA training board.

Correctional Police Officers shall be required to complete all annual training requirements, pursuant to Indiana Code, Title 5, Article 2, Chapter 1, and Section 9 (IC 5-2-1-9). The Executive Director of Staff Development and Training shall work with the Department's Chief of Police to establish a set of mandatory In-Service Training Courses. Any required training for Correctional Police Officers pursuant to Indiana Code shall not substitute other statutory or regulatory requirements and shall be in addition to the employee's Core In-Service requirements. The annual In-Service agenda, for Correctional Police Officers can be found as (Attachment 3-E) of this policy and administrative procedure.

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**XXII. VENDORS/CONTRACTORS:**

The level of each vendor shall be established by the Physical Plant Director, with approval of Facility Head or designee. In order to provide appropriate supervision to vendors, the following supervision requirements are provided:

- A. Level One Contractors/Vendors: Department staff must escort the contractors/vendors and be present at all times.
- B. Level Two Contractors/Vendors: Department staff must escort the contractors/vendors and be in the immediate area of service.
- C. Level One and Level Two Contractors/Vendors may be gate released or enter the facility on a regular schedule as approved by the Facility Head or designee.

Contractors/Vendors shall meet the following training requirements for their classification level:

- A. Level One Vendor: This vendor shall receive orientation to the facility, background check, and issued a photo ID, if required (Attachment 2).

The Physical Plant Director shall be responsible for conducting Level One orientation to the facility, ensuring background checks and photo IDs are completed, if required.

- B. Level Two Vendor: This vendor shall receive orientation to the facility, background check, and issued a photo ID, if required (Attachment 2).

Staff Development and Training certified instructors shall be responsible for the orientation and training of Level Two contractors/vendors.

- C. Staff Development and Training shall be responsible for maintaining contractors/vendors e-Learning training modules on the Staff Development and Training website, and tracking contractors'/vendors' training requirements via an electronic database.

- D. Staff Development and Training shall be responsible for maintaining contractors'/vendors' training documentation in program files at the facility level.

All staff (State Employees, Contractual Staff, and Volunteers) that have routine contact with the Offender/Youth population shall adhere to the PREA standards which requires them to complete the PREA training.

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**XXIII. INTER-AGENCY SUPERVISION OF OUT CUSTODY WORK CREWS:**

Anyone supervising a work crew must complete forty (40) hours of designated new employee training (Attachment 2-G) prior to supervising offenders with an additional forty (40) hours on an annual basis (Attachment 3-C). Facility Training Coordinators must maintain a current list of Inter-Agency staff that has completed the training requirements. The list shall be provided to the Custody Supervisor for distribution to the appropriate facility staff member. Department offenders shall not be released to an inter-agency staff member until training verification has been confirmed.

All inter-agency requests for Department assistance in providing Skills Based Training for their employees must be forwarded to Staff Development and Training's Executive Director and Operations Manager. Contact shall be made with the other agency in order for their employees to complete and submit the Release and Waiver of Liability, Assumption of Risk and Indemnity Agreement for Inter-Agency Employees. Once the completed form has been returned to the Executive Director and Operations Manager, the training may be scheduled.

All staff (State Employees, Contractual Staff, and Volunteers) that have routine contact with the Offender/Youth population shall adhere to the PREA standards which requires them to complete the PREA training.

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**XXIV. VOLUNTEER TRAINING:**

Volunteers assist the Department in providing a variety of services to offenders and youth and must receive training for initial Orientation and In-Service. There are two (2) levels of volunteers as defined in Policy and Administrative Procedure 00-03-102 “Community Engagement”.

The level of each volunteer shall be established by the Community Engagement Coordinator (CEC) with approval of the Facility Head or designee.

Supervision requirements have been established to provide appropriate supervision for the levels of volunteers as defined in Policy and Administrative Procedure 00-03-102 “Community Engagement.”

All staff (State Employees, Contractual Staff, and Volunteers) that have routine contact with the offender/youth population shall adhere to the PREA standards which requires them to complete the PREA training.

**A. Volunteer Initial Orientation Training**

All Volunteers should be assigned to a facility where their training will be conducted, and documentation maintained electronically. Once the initial training is completed, the Volunteer shall be allowed to visit other facilities to complete that facility’s orientation program. Community Engagement Coordinators shall contact the Volunteer’s assigned facility to retrieve training documentation necessary for the facility’s records.

**1. Blue Badge Volunteer**

Working with the Community Engagement Coordinator, this volunteer shall receive orientation to the facility, TB test, background check, and issued a photo ID.

This volunteer shall review the Volunteer eLearning Modules (See Attachment 2-L), the Volunteer Handbook (Attachment 5-M), and successfully complete a written test. A Staff Development and Training staff member shall administer the written test.

This volunteer will also complete a Volunteer Orientation Training with the facility’s Community Engagement Coordinator (or designee), which will include:

- a. Facility mission, vision, and history
- b. Facility rules and procedures
- c. Volunteer responsibilities

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- d. Requirements for volunteering; and
- e. Facility tour, if possible.

This volunteer must successfully complete Use of Force, Communication/Mental Preparation and Personal Protection training with a minimum score of 80%.

This volunteer shall receive the Department’s Prison Rape Elimination Act (PREA) pamphlet and sign an Acknowledgement Form of the Department’s zero tolerance stance on sexual abuse (State Forms Attachments). They must complete the following forms (per Community Engagement Policy 00-03-102, Section XI):

- a. State Form 9238, “Volunteer Application”
- b. State Form 46587, “Documentation of Volunteer Training”
- c. State Form 41465, “Statement of Trafficking Laws and Authorization for Search”
- d. Applicable forms as described in Policy and Administrative Procedure 02-01-115, “Sexual Assault Prevention.”
- e. State Form 45871 TB Screening for Employees with a Previously Positive Skin Test” or State Form 45900 “TB Screening for Employee with a Previously Negative Skin Test” (per facility requirement).
- f. State Form 51884 Emergency Preparedness Personal Information (per facility requirement)
- g. State Form 42996, “Agreement by Volunteers”
- h. State Form 46585, “Registered Volunteer Agreement”

2. Green Badge Volunteer

This volunteer shall complete a Volunteer Orientation Training with the facility’s Community Engagement Coordinator (or designee), which will include:

- a. Facility mission, vision, and history;
- b. Facility rules and procedures;
- c. Volunteer responsibilities;
- d. Requirements for volunteering; and
- e. Facility tour, if possible.

This volunteer shall also receive a TB test, background/warrants check, and issued a photo ID. This volunteer shall review the Volunteer eLearning Modules (See Attachment 2-L), the Volunteer Handbook (Attachment 5-M), and sign an Acknowledgement Form documenting completion.

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This volunteer shall receive the Department’s Prison Rape Elimination Act (PREA) pamphlet and sign an Acknowledgement Form of the Department’s zero tolerance stance on sexual abuse (State Forms Attachments). They must also complete the following forms:

- a. State Form 9238, “Volunteer Application”
- b. State Form 46587, “Documentation of Volunteer Training”
- c. State Form 41465, “Statement of Trafficking Laws and Authorization for Search”
- d. Applicable forms as described in Policy and Administrative Procedure 02-01-115, “Sexual Assault Prevention.”
- e. State Form 45871 TB Screening for Employees with a Previously Positive Skin Test” or State Form 45900 “TB Screening for Employee with a Previously Negative Skin Test” (per facility requirement).
- f. State Form 51884 Emergency Preparedness Personal Information (per facility requirement)
- g. State Form 42996, “Agreement by Volunteers”
- h. State Form 46585, “Registered Volunteer Agreement”

**B. Volunteer Annual In-service Training**

**1. Blue Badge Volunteer**

This volunteer shall review the Volunteer eLearning Modules (Attachment 3-G), the Volunteer Handbook (Attachment 5-M), and successfully complete a written test. Staff Development and Training staff member shall administer the written test.

These volunteers are required to complete skill-based training annually administered by Staff Development & Training certified instructors. SD&T staff shall be responsible for the administration and documentation of the skill-based training and self-study testing (a score of 70% or higher is required).

This volunteer must successfully complete Use of Force, Communication/Mental Preparation and Personal Protection training with a minimum score of 80% (Attachment 3-G).

This volunteer shall receive the Department’s PREA pamphlet and sign an Acknowledgement Form of the Department’s zero tolerance stance on sexual abuse (Attachment 5-B).

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## 2. Green Badge Volunteer

This volunteer shall review the Volunteer eLearning Modules (Attachment 3-G), the Volunteer Handbook (Attachment 5-M), and sign an Acknowledgement Form documenting completion.

This volunteer shall receive the Department's PREA pamphlet and sign an Acknowledgement Form of the Department's zero tolerance stance on sexual abuse (Attachment 5-B). All information and training will be provided by the facility's Community Engagement Coordinator or designee.

## C. Volunteer Training Documentation and Testing

Staff Development and Training shall maintain master files of training of volunteers. Community Engagement Coordinators may wish to keep copies of documentation of volunteer training.

Staff Development and Training and Community Engagement Coordinators shall collaborate to schedule training of Blue Badge volunteers, and documentation of volunteer training. All tests administered shall be conducted by certified Staff Development and Training Instructors.

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XXV. JOB SHADOWING (See Facility Directive):

There are two (2) distinct phases of the Job Shadow Process. For Phase One of the process, the Facility shall utilize the Field Training Manager or a Facility Head Designee to coordinate the Job Shadowing Process with the facility Human Resources Department. The Recruitment and Retention Coordinator (RRC) shall coordinate with the Field Training Manager or designee in each facility to facilitate each job shadow for Phase Two.

A. Phase One Job Shadow Process

Phase One of the process provides an opportunity for individuals considering employment with the Department to better understand its organization and environment before accepting a position.

Phase One Job Shadowing is an activity that enables a candidate to learn about a job or their occupational area of interest by observing, but not performing, work/duties in the correctional work setting. The Phase One Job Shadow experience is a temporary, unpaid exposure to the correctional environment and has strict guidelines. Candidates witness firsthand the work environments, employability, and occupational skills in practice. Job Shadowing provides insight to a particular profession. A tour of the facility shall not be considered as Phase One Job Shadowing. A tour of the facility can be conducted at a later date.

The candidate(s) for this process will have already applied and been interviewed for a position. A Gate Release and waiver (Attachment 5-I /5-J) documents shall be completed through Human Resources prior to job shadowing. A Phase One Job Shadow Evaluation (Attachment 5-G) shall be completed by the assigned supervisor upon completion of the Job Shadow. The supervisor shall submit the report to both the facility RRC and Human Resources within forty-eight (48) hours of the job shadowing. Phase One Job Shadowing is a part of the hiring process and must be completed by the candidate. The decision to offer or not offer employment shall not be based solely on the job shadowing portion of this process.

The Field Training Manager or designee shall ensure the candidate(s) are assigned to a supervisor of the field/department in which they are applying (e.g., candidates for Custody positions shall job shadow a Sergeant or above; candidates for non-Custody positions shall job shadow a supervisor from the department or field in which they have applied; candidates for positions in Parole Services shall job shadow Parole Agent or District Supervisor). Each facility shall be responsible for developing a Facility Directive which outlines specific areas that may be observed.

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Once the candidate(s) has met the requirements and has been approved to enter the facility, the job shadowing process should last minimally two (2) hours, but not exceed four (4) hours. To fully optimize this process, the hours of job shadowing should allow for the candidate(s) to observe daily routines and/or activities (e.g., the dining hall process, therapeutic groups, home visits, visitation, office visit, etc.) which would pertain to their specific position classification. At no time shall a candidate be left without direct supervision of the selected supervisor that is assigned. Should an emergency situation arise, the candidate(s) shall be immediately escorted away from the area. Resuming of the job shadowing shall be dependent on the situation and the discretion of the assigned supervisor and/or Candidate.

B. Phase Two Job Shadow Process

Phase Two of the Job Shadowing Process provides current employees who meet all the requirements with an opportunity to expand their professional development and prepare them for promotional opportunities within the Department. Any employee interested in participating in the Phase 2 Job Shadow Process shall request a Phase II Job Shadow application from their Facility’s RRC.

During Phase Two of the Job Shadowing Process, the employees shall receive their normal compensation and shall have specific guidelines to follow during this experience. It should be noted that if applicants are required to travel due to specific job classifications or due to requesting a specific facility, they will be responsible for their own traveling expenses. In addition, a State vehicle will not be authorized for travel to a job shadow at a different location. Overtime is not authorized for Phase Two Job Shadowing and all compensable hours above the employees’ regular hours must be schedule-adjusted prior to the end of the pay period.

Once the Job Shadowing Coach is selected, they shall complete and submit a Job Shadow Agenda for approval prior to conducting the job shadow. A copy of this agenda shall remain on file in the training department. The Job Shadowing Coach and employee shall schedule date(s) and time(s) to complete the program. The Job Shadowing dates and times shall be established within fifteen (15) business days of being assigned a Job Shadowing Coach.

Both the Job Shadowing Coach and employee are to complete an evaluation (Attachments 5-F /5-K) which shall be submitted to the applicant’s RRC.

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Phase 2 Job Shadow shall be between 7.5 hours and 37.5 hours. Participants will receive training credit equal to the hours of the Job Shadow. The credit will only be awarded once the evaluations and Job Shadowing Evaluations have been completed. To apply for additional Job Shadowing Opportunities, the employee must complete all requirements from the previous Job Shadow. Applicants can only job shadow once in a twelve (12) month period and may be required to work an adjusted schedule in order to accommodate the job shadowing. The Facility Head maintains the discretion to waive the one job shadow per every twelve (12) month period restriction and allow an employee to participate in additional job shadows.

To participate in Phase Two the Job Shadow Process, current employees shall meet the following requirements:

- Discipline-free for the previous year;
- Meet minimum requirements of the position which they wish to job shadow;
- Receive authorization through the approval process;
- Complete the Phase 2 Job Shadowing Application (Attachment 5-H).

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XXVI. PROFESSIONAL DEVELOPMENT PROGRAMS:

The Department continues to provide intensive training in the areas of supervision, management, and leadership. This training shall provide correctional staff with the knowledge and skills needed to perform at various professional levels.

The information below provides specific program requirements and guidance regarding the following Training Programs:

- DOC Supervisory Program;
- Principles of Custody Supervision;
- Peer Leadership
- The Leadership Academy;
- The Commissioner’s Experienced and Emerging Leaders program
- Restrictive Status Housing Unit (RSHU)
- Certified Treatment Specialist (CTS)
- Special Needs Acclimation Program (SNAP)
- Order in the Court

A. DOC Supervisory Program

The DOC Supervisory Training Program shall be a mandatory training program for all supervisory classifications (Attachment 1-I).

Anyone promoted, demoted, or hired into one of the designated supervisory classifications who has not previously completed the DOC Supervisory Program shall be required to complete the program within the first eighteen (18) months of the classification change.

This course is delivered in a blended format consisting of eLearning and traditional classroom training.

It shall be the responsibility of the staff person and their supervisor to ensure compliance with the mandate. The staff person’s supervisor shall coordinate the enrollment into the program with the Facility Training Department.

A staff person’s failure to meet this requirement shall require a meeting with their supervisor and a member of the Human Resources team.

To ensure that adequate space is available to accommodate supervisory staff, the DOC Supervisory Program shall only be available to DOC personnel employed in a supervisory classification.

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Persons who are in one of the identified classifications, who do not directly supervise (have direct reports), may be exempted from this requirement. The request must be in writing from the employee's supervisor to the Training Coordinator. However, should the employee assume the responsibility of supervising employees, the employee would then be required to meet all requirement in this section.

**B. Principles of Custody Supervision**

This program is only applicable to staff persons within the Custody ranks and shall be mandatory for all newly promoted Sergeants, Lieutenants, Captains, and Majors. Those who have previously completed the Correctional Management – Custody Supervisory and Basic Supervisory Skills for Custody Staff programs will not be required to complete this course.

The Principles of Custody Supervision program focuses on competencies related to scheduling, personnel management, safety, security, planning, organizing, and responding to emergencies. This program shall be delivered in a blended format of distant learning and traditional classroom training.

Custody personnel promoted after July 1, 2017, who have not previously completed this program, shall be required to complete the program within the first eighteen (18) months of their promotion.

It shall be the responsibility of the staff person and their supervisor to ensure compliance with the mandate. The staff person's supervisor shall coordinate the enrollment into the program with the Facility Training Department.

A staff person's failure to meet this requirement shall require a meeting with their supervisor and a member of the Human Resource team.

To ensure that adequate space is available to accommodate supervisory staff, the Principles of Custody Supervision program shall only be available to Department personnel employed in a supervisory classification.

**C. Peer Leadership**

Participation in the Peer Leadership program shall be through nomination by the Facility Head or Division Director and meet the following minimum criteria:

1. Must have been employed with the Department for a minimum of one (1) year;

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2. Must be two (2) years free of any disciplinary actions;
3. Must have received a minimum of “Meets Expectations” as an overall rating on the most recent Annual Performance Appraisals; and
4. Must commit to fully participating in the program, including work assignments outside of the classroom.

Failure to maintain any of these requirements while participating in the Peer Leadership program may result in dismissal from the program.

### D. The Leadership Academy

Participation in the Leadership Academy shall be by application and selection. The Executive Director or designee shall convene a “Selection Board” to review and select applicants for this program.

In order to participate in the Leadership Academy, applicants must have the written approval/endorsement of their immediate supervisor and Warden, District Supervisor, or Division Director; and meet the following criteria:

1. Must have been employed with the Department for a minimum of two (2) years. Board may choose to allow for an exemption to this requirement with the explicit, written consent of the applicants Warden, District Supervisor, or Division Director;
2. Must be two (2) year free of any disciplinary actions;
3. Must have received a minimum of “Meets Expectations” as an overall rating on the two (2) previous Annual Performance Appraisals;
4. Must commit to fully participating in the program, including work assignments outside of the classroom; and,
5. Must currently be in a supervisory classification.

Failure to maintain any of these requirements while participating in the Leadership Academy may result in dismissal from the program.

### E. Commissioner’s Experienced and Emerging Leaders (EEL)

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Participation in the Commissioner’s Experienced and Emerging Leaders program shall continue to be by nomination and selection. The Commissioner’s Experienced and Emerging Leaders program shall focus on succession planning and preparing individuals to take on greater organizational roles.

In order to participate in the Commissioner’s Experienced and Emerging Leaders program, applicants must have the written approval/endorsement of their Warden, District Supervisor, or Division Director and meet the following criteria:

1. Must have a minimum of five (5) years’ experience in their field. The selection board may choose to allow for an exemption to this requirement with the explicit endorsement of the applicants Warden, District Supervisor, or Division Director;
2. Must be two (2) years free of any disciplinary actions;
3. Must have received a minimum of “Meets Expectations” as an overall rating on the two (2) previous Annual Performance Appraisals;
4. Be nominated by an EEL Graduate, Warden, Division Director, or a Member of the Department’s Executive Staff; and,
5. Obtain the written approval/endorsement of their Warden, District Supervisor, or Division Director.
6. Must be in a supervisory, managerial, or executive leadership role.

Participants shall be required to complete specific projects and prepare reports/presentations to be presented to the Department’s Executive Staff.

Failure to maintain any of these requirements while participating in the Commissioner’s Experienced and Emerging Leaders program may result in dismissal from the program.

F. Restrictive Status Housing Unit (RSH) Training

The Restrictive Status Housing Certification Program shall be conducted in a blended format consisting of a combination of instructor lead training, on-the-job training, and eLearning modules. The eLearning Modules shall be completed prior to any participant attending the traditional classroom portion.

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The classroom portion of the program shall consist of 10.5 hours of training instruction at the Facility.

The On-the-Job Training (OJT) portion will consist of 12 hours of facility specific operations and shall consist of the following topics:

- Intake of Disciplinary Status Offenders
- Permitted Property/ Inventory
- Intake of Administrative Status Offenders
- Intake of Protective Custody Status Offenders
- Separatee Protection Orders
- Facility Transfers
- Shower Process
- Recreation Process
- Telephone Calls
- Restrictive Status Housing Report (SF 39588)
- Record of Offender (SF 21255)
- Logbook Documentation
- Cuff Port Guard Guidelines
- Proper Offender Escort
- Removing and Placing the Offender in the Cell
- Policy/Administrative Procedure review of Conditions for Disciplinary Housing
- Policy/Administrative Procedure review of Conditions for Administrative Housing

Each facility shall be responsible for developing facility specific Performance Task sheets and Performance Objectives for the topics listed above.

All three (3) training components (Instructor Led, eLearning and On-the-Job) shall be completed prior to certification being awarded. Upon completion of the program, participants shall be awarded twenty-seven (27) hours of training credit.

No staff member shall be assigned to work in a restrictive status housing unit for more than thirty (30) days in any twelve (12) month period without successfully completing the Restrictive Status Housing Certification Program.

G. Certified Treatment Specialist Training

The Certified Treatment Specialist training program is designed to provide staff with the necessary knowledge and skills required when working in such a specialized unit. Successful completion of this program will be required of all current and future employees assigned to any of the Department’s designated mental health units.

No employee may be assigned to, or work in, the specialized mental health unit for a period of more than thirty (30) days in a calendar year without successfully completing the “Certified Treatment Specialist” training program. Therefore, it shall be the responsibility

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of the Facility Head or Designee to ensure that an adequate number of qualified employees are certified to account for staff relief (e.g., sick, vacation, vacancies).

The Certified Treatment Specialist training program shall in no way certify the employee to provide treatment beyond the employee's scope of employment and specific duties. The Certified Treatment Specialist certification shall only be used to signify that the employee is competent and capable of working in the specialized mental health unit and has successfully completed all required training.

The following employees shall be required to complete the Certified Treatment Specialist training program if they are assigned to the unit or working with the unit offenders on a regular basis:

- Correctional Officers;
- Correctional Sergeants;
- Correctional Lieutenants;
- Correctional Caseworkers;
- Correctional Casework Managers;
- Unit Team Managers;
- Chaplains;
- Recreation Coordinators;
- Nursing Staff; and,
- Mental Health Professionals

While not required, it is highly recommended that employees performing managerial duties (e.g., Shift Supervisors, Assistant Shift Supervisors, Grievance Specialists, Screening Officers, Disciplinary Hearing Board Chairs, etc.) over the mental health units also attend the training in order to develop a better understanding of the operation and working environment of the specialized mental health unit.

The Certified Treatment Specialist training program shall consist of initial certification, on-the-job training, and annual in-service components that are in addition to all statutory-, or regulatory-mandated training programs.

### 1. Initial Certification

The Initial Certification is a two-part process.

Part One of the process requires that employees complete mandatory eLearning modules:

- Mental Health is Health
- IPAS Settlement
- Therapeutic Intervention

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Part Two of the training is the two-day traditional classroom at the facility that covers the following information:

- Culture of a Mental Health Unit
- Safety and Security of Mental Health Units
- Case Management
- Understanding Treatment

Failure to complete any part of the program shall result in the employee not being certified and unable to work the Mental Health Unit.

### 2. On-The-Job Training

Once the employee has successfully completed the initial certification, they shall be required to complete an on-the-job training program. Each facility operating a departmentally designated mental health unit shall be required to develop facility-specific on-the-job training task sheets in accordance with established OJT practices.

### 3. Recertification and Continuing Education

All Certified Treatment Specialists are required to complete an additional 7.5 hours of Annual Inservice classroom training and 2.0 hours of eLearning modules that are specifically related to the operation of the specialized mental health unit. The Inservice class is led by a CTS Instructor and covers the following topics:

Traditional Classroom:

- Crisis Intervention
- Behavioral Awareness
- Self-Care, Resilience, and Wellbeing
- Team Building

eLearning:

- Transition from Prison to Community
- Understanding Mental Illness and Treatment

Failure to complete the continuing educational requirements will result in the employee no longer being certified as a Treatment Specialist.

### H. Special Needs Acclimation Program (SNAP)

The Special Needs Acclimation training program is designed to provide staff with the necessary knowledge and skills required when working in such a specialized unit. All staff member working in a designated Special Needs acclimation housing unit shall be required to complete the Special Needs Acclimation training program. The Special Needs

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acclimation training program is delivered completely through eLearning.

In addition to the above-mentioned training requirements, each facility operating a SNAP Unit shall be required to establish an On-the-Job training (OJT) for each classification routinely working in the SNAP Unit.

I. Order in the Court

The intent of this program is to ensure that all staff members working as Disciplinary Review Officers, Disciplinary Hearing Officers, and Appeals Officer have the necessary specialized training to effectively perform their duties and appropriately manage the Adult Disciplinary Process.

1. Initial Certification

Successful completion of the Order in the Court Certification Program shall be mandatory for all staff members assigned to the duties of Disciplinary Review Officer, Disciplinary Hearing Officer, and Appeals Officer. In order to achieve a passing grade, participants must score 85% or greater on all skill and written tests.

The Order in the Court Certification Program shall consist of fifteen (15) hours Instructor-Led instruction and forty (40) hours on-the-job training.

The instructor led portion of the Order in the Court program shall consist of: Policy and Administrative Procedure, Due Process, Pre-Screening, Screening, Conducting Hearings, Documentation of Findings, Appeals, Bias Behind the Wall, Case Study, a Skills Practicum, and pre- and post-tests. Credit Time training will be optional for all staff attending the Order in the Court program. Staff required to complete Credit Time training for their specific roles will attend the next available offering at the Correctional Training Institute.

Each person attending the Order in the Court certification program shall be required to complete forty (40) hours of on-the-job training within sixty (60) days of completing the Order in the Court instructor led program. Each person certifying in the Order in the Court program shall be required to complete the OJT Performance Checklists under the supervision of a staff member who is currently certified for Disciplinary Review Officers, Disciplinary Hearing Officers, and Appeals Officer. Upon completion of the on-the-job training the Deputy Warden or higher authority must sign the verification of hours and submit it to the Regional Training Manager. In the event that a facility does not have a certified staff member to conduct the on-the-job portion of the training, they shall collaborate with another facility to coordinate this portion with a certified staff member.

All portions of the required training must be completed before the staff member can independently perform any duties of a Disciplinary Review Officers, Disciplinary Hearing Officers, or Appeals Officer. This includes signing any documentation as the

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Disciplinary Review Officers, Disciplinary Hearing Officers, or Appeals Officer.

Upon successful completion of the program, participants shall be awarded a total of fifty-five (55) hours training credit.

All candidates for certification must meet the minimum qualifications established by the Division of Staff Development and Training in collaboration with the Legal Services Division.

**Minimum Qualifications:**

- Minimum 1-year employment with the Department.
- Two years free from any disciplinary action.
- Received a minimum of “Meets” expectations on most recent performance appraisal.
- Not currently on a Work Improvement Plan.
- Possesses above average communication skills; both oral and written.

Request for exemption of any of the above listed minimum qualifications shall be made in writing to the Executive Director of Staff Development and Training and Senior Operations Attorney.

**2. Recertification and Continuing Education**

All persons certified in the Order in the Court program shall be required to successful complete continuing education annually. Each year the Division of Staff Development and Training in collaboration with the Legal Services Division shall establish a series of mandatory “in-service” eLearning courses. Successful completion of the eLearning modules shall be required in order to maintain certification. Additionally, staff shall continue to adhere to the minimum qualifications listed above.

**J. e-Learning:**

Staff Development and Training shall offer e-Learning courses for professional enhancement. These courses shall be accessible to all staff members online via the Learning Management System.

**K. Enrollment by External Agencies:**

Division training may be available to external agencies. Request for training from external agencies shall be forwarded for review, recommendation, and approval by the Executive Director. There may be a reimbursable cost associated with training non-Departmental staff.

**L. National Institute of Corrections (NIC), Office of Juvenile Justice and Delinquency Prevention (OJJDP):**

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Staff Development and Training shall coordinate and collaborate with NIC and OJJDP to provide Department staff regional and national training opportunities, advertise, notify, disseminate, market, and coordinate applications for NIC and OJJDP training programs.

Staff Development and Training shall sponsor, host, or collaborate with internal or external agencies, academic institutions, and vendors/consultants for knowledge/skill-based learning opportunities for Department staff.

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XXVII. DEPARTMENTAL TRAINING CREDIT FOR SPECIAL TRAINING:

Staff may obtain Training Credit for successful completion of external training relevant to the staff member’s job duties. Because of the diversity of training programs available to staff, each individual request is considered relative to staff job classification and content of the course. Training must be conducted by an accredited source such as a governmental agency, college, ICA, ACA, NIC or other external source approved by the Executive Director. The training must have taken place or have been completed during the current training year. Training Credit shall not be retroactive.

The form, “Request for Training Credit” (Attachment 1-J) shall be submitted to the Facility/Division Training Coordinator and forwarded to the Regional Training Manager within thirty (30) days of completion of the training/course. Training Credit shall not be given final approval until documentation of successful completion is provided. All disputes regarding the number of Training Credit hours shall be submitted to the Executive Director for resolution.

Documentation shall consist of the following:

- A. Certificate or transcript showing satisfactory completion of the training;
- B. A synopsis of the course content including the number of hours credited to the course; and,
- C. A synopsis of each assignment if a correspondence course.

Once the appropriate documentation has been provided to the Training Coordinator, they shall review the provided documentation and forward to the appropriate Staff Development and Training Management personnel.

If approved by the Staff Development and Training Management member (Regional Training Manager, Curriculum Development Manager, or Operations Manager) the application and all supporting documentation shall become a part of the employee’s training record.

NOTE: Trainers can receive Training Credit hours for conducting training presentations on a one-time basis for the fiscal year.

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XXVIII. DOC SUPPORT FOR STAFF ENROLLED IN COLLEGE COURSES:

The Department encourages and supports staff in the pursuit of higher education. The attainment of further relevant education can be a benefit to both the staff and the Department. Supervisors, managers, and administrators in the Department should encourage and support staff deciding to seek further education. This support can be shown by:

- A. The Tuition Reimbursement Program is available to all permanent, full-time employees of the Department. The program assists in defraying expenses individuals incur when taking educational courses on their own time. To qualify, the educational course must benefit the employee with increased knowledge and/or skills that contribute to job performance and/or will prepare the employee for advancement within the Department.
- B. Establishing cooperative relationships with nearby institutions of higher learning which would include staff speaking to classes about careers in corrections, inviting professors/instructors to instruct in Department training programs, distance learning opportunities, and assigning a qualified and interested staff person to serve as a coordinator for staff with the institution of higher learning;
- C. The Department partners with Ivy Tech to offer college credits for staff completing NETP and MAC:
  - 1. Staff completing NETP shall receive seven (7) college credits at no cost to them or the Department.
  - 2. DYS Staff completing MAC shall receive three (3) additional college credits, plus seven (7) for NETP for a total of ten (10) credits at no cost to them or the Department.
  - 3. Staff will need to apply to Ivy Tech and provide a copy of their NETP Certification. After submission of the application and providing the certification, Ivy Tech will process and provide the credit hours discussed above. This applies for all New Staff and Veteran Staff that have completed the academy since 1998.
- D. Providing classroom space for classes in the facilities when such space is available;
- E. Minding the safety and security of the Department/Facility, working with the staff taking such classes in shift scheduling and posting assignments so that staff may enroll in these classes. Such decisions shall be based on the needs of the Department/facility with fairness and consistency; and,

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- F. Academic course credit hours equal training hours (i.e., if course is considered a three-hour course by the college/university/trade school the training hours awarded would equal three).

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XXIX. TRAINING BUDGET:

It is a Facility/Division Head's responsibility to factor training requirements and needs into the annual budget. Budgetary factors that shall be considered in the annual training plan are as follows:

1. Personnel Services (number of staff, overtime);
2. Printing of program materials;
3. Office equipment/repairs (copier, computers, printers, etc.);
4. Program supplies and materials;
5. In-state and out-of-state travel (to seminars, workshops, etc.);
6. Curricula support (training aids, videos, correspondence courses, off-the-shelf programs, etc.);
7. Environmental concerns (heating ventilation, air conditioning, lighting, floor, and wall coverings, etc.); and,
8. Outside vendors (persons who may be contracted for conferences, seminars, internal training, occupationally specific training, etc.)

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**XXX. STAFF DEVELOPMENT AND TRAINING PINS/BAR AWARDS:**

In conjunction with Policy and Administrative Procedure 02-03-104 “Dress Standards for Uniformed Staff,” Staff Development and Training has implemented a procedure for the Staff Development and Training Pins and Bar Awards.

This procedure only covers the following authorized Pins and Bar awarded by Staff Development and Training:

- Staff Development and Training (SD&T) Bar
- Recruitment and Retention Coordinator (RRC) Pin
- Field Training Manager (FTM) Pin
- Field Training Officer (FTO) Pin
- Certified Treatment Specialist (CTS) Pin

The following procedure shall be used to accurately account for the distribution and accountability of the Pins and Bar:

**A. Requesting Pins/Bar**

1. On a monthly basis the Facility Training Coordinator shall forward the “Pins/Bar Request” (Attachment 1-L) and a copy of the Class Transcripts for each program identified to the appropriate Regional Training Manager by the 15<sup>th</sup> of the month.
2. The Regional Training Manager shall verify the qualification of each staff member. They shall process the request and forward the submitted “Pins/Bar Request” to the designated Regional Training Manager by the 21<sup>st</sup> of the month.
3. The designated Regional Training Manager shall gather all submitted “Pins/Bar Requests” for each individual month and forward the information to the Uniform Distribution Center (UDC) for the ordering of the Pins/Bar.
4. UDC shall process the submitted orders and deliver the orders to the facilities.

**B. Distribution Process**

Once the Pins/Bar have been delivered to the Facility, the Facility Training Coordinator shall have the following responsibilities:

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1. Track the distribution process by obtaining a signature when the Pins and/or Bar is issued to each individual. This signature form shall be scanned and saved in the Employee's electronic Training File, Section 4 "Specialized Training" folder.
2. Coordinate with the Facility's Executive Staff (e.g., Warden, Deputy Wardens, Major, Unit Team Managers) the presentation of the Pins and/or Bar to recipients. This shall be completed during the Facility Quarterly Staff Assembly, Roll Call, In-Service, etc. The appropriate Regional Training Manager or Regional Training Specialist shall be notified of distribution.
3. Notify Facility Executive Staff (e.g., Warden, Deputy Wardens, Major, Unit Team Managers) of an individual no longer certified in a specific program. This includes Field Training Manager, Field Training Officer, and Certified Treatment Specialist Certifications.

For the appropriate wearing of the above Pins/Bar, staff shall refer to Policy and Administrative Procedure 02-03-104, "Dress Standards for Uniformed Staff."

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XXXI. REFLECTION OF PRIDE STORE (See Facility Directive):

The Reflections of Pride store (ROP) is a joint venture with Staff Development and Training and Indiana Correctional Industries (ICI). The ROP Store is currently open at the Correctional Training Institute and available online for all IDOC staff to order IDOC merchandise. All online orders will be delivered to the staff member’s Facility. Each Facility shall develop a facility directive, in accordance with Policy and Administrative Procedure 00-04-101, “The Development, Approval and Implementation of Policy,” to implement and sustain a viable system that governs the receipts, tracking, and distribution of all orders received for staff.

A facility directive shall be developed, in accordance with Policy and Administrative Procedure 00-04-101, “The Development, Approval and Implementation of Policy,” to implement and sustain a viable system that governs the control inventory, tracking, and receipts of all methods of profit and equipment assigned. Quarterly ICI is provided with an inventory of all merchandise located at the Correctional Training Institute.

The store contains many items, including various types of shirts, hooded sweatshirts, hats, and other assorted items for Department staff to purchase. All merchandise is ready for pick up and payment during the open hours of operation. Payment must be credit/debit card only.

XXXII. APPLICABILITY:

This policy and administrative procedure shall be applicable to all Department facilities/divisions, full-time, part-time, contractual, and volunteer staff.

\_\_\_\_\_  
signature on file  
Robert E. Carter, Jr.  
Commissioner

\_\_\_\_\_  
Date