



**STATE OF INDIANA
Department of Correction**

Indiana Government Center - South

302 W. Washington Street • Indianapolis, Indiana 46204-2738

Phone: (317) 232-5711 • Fax: (317) 232-6798 • Website: www.in.gov/idoc/

Mike Braun
Governor

Lloyd Arnold
Commissioner

July 01, 2025

EXECUTIVE DIRECTIVE # 25-26

This Executive Directive presents and authorizes revisions to Section XXIV. A.9 “Beyond the Wall Mentor Program” in Policy and Administrative Procedure 01-05-102, “The Administration and Operations of Training Procedures and Training Departments.” The revision is effective immediately and is applicable to all Department facilities/divisions, full-time, part-time, contractual, and volunteer staff.

Section XXIV.A.9 has been revised to ensure the Department’s compliance with State of Indiana Executive Order #25-36:

9. *Beyond the Wall Mentor Program*

Beyond the Wall Mentoring is a Mentoring Program for veteran staff within the Indiana Department of Correction for the purpose of retaining staff and encouraging leadership within the Department. Mentoring is a voluntary program where veteran staff will be recruited and trained to mentor other employees for the formal process. The informal process is generally a mentor of the mentees’ choosing. Veteran employees shall be introduced to the program during their annual Inservice and during engagement.

a. *Mentoring*

Beyond the Wall Mentoring is a Mentoring Program for veteran staff within the Indiana Department of Correction for the purpose of retaining staff and encouraging leadership within the Department.

Mentoring is a voluntary program where veteran staff will be recruited and trained to mentor veteran employees for the formal process. The informal process is generally a mentor of the mentees’ choosing. Veteran employees shall be introduced to the program during their annual Inservice.

Once the information sheets for the formal programs are received, the supervisors and facility command shall be notified for input. Participants in the formal process will be selected and placed regionally, by the five regions of the Workforce Engagement Division (Central, West, East, North Central, and North). The CRSS shall develop a spreadsheet for tracking purposes.

The informal process will cover marketing to staff “A How-To” guide, should they wish to have a mentor. The mentors selected will be of the mentee’s choosing.

Informal mentors and mentees shall be a 1:1 ratio. Formal mentors may be asked to mentor more than one mentee at a time if the need is present (no more than 2).

Training for mentor/mentee shall be conducted at the facility via eLearning module.

Formal Program Participation Requirements:

i. Mentor Criteria:

- *Submit a completed information sheet.*
- *Be free of any disciplinary action for the previous 12 months.*
- *Demonstrate effective communication skills (oral and written).*
- *Have two or more years’ experience with the Department.*
- *Complete mentor eLearning module.*

ii. Mentee Criteria:

- *Employee must have six months or more with the department.*
- *Complete information sheet.*
- *Complete mentee eLearning module.*

b. Program Stakeholder Responsibilities:

i. Workforce Engagement’s Responsibilities:

- *Provide training for new mentors (optional).*
- *Market the program to the Department.*
- *Conduct mentor information sessions.*

ii. Correctional Retention Specialist’s Responsibilities:

- *Provide resources for the initial mentor/mentee meeting to include tips on conversation starters, goal setting, and career planning.*
- *Responsible for the mentors/mentees completing and tracking all required paperwork.*
- *Review all required agreements with the matched pair, including “acceptable communication,” which will be in person or over the telephone.*

c. Formal Mentor Responsibilities:

- *Schedule the first meeting (must be in person) and notify CRSS of meeting date and time.*
- *Meet with the mentees at least one hour each month, which can be done via telephone or Teams.*
- *Commit to completion of eLearning module.*
- *Assist mentee in identifying goals and career planning.*
- *Offer constructive feedback and positive reinforcement to the mentee.*

- *Submitting monthly report, the CRS will go over requirements of the report with Mentor.*
- *The Mentoring Information Form will be filled out by the mentor. Correctional Retention Specialist will have the form.*

d. Formal Mentor/Mentee Shared Responsibilities:

- *Set up at least two in-person meetings.*
- *Commit to one year.*
- *Have consistent communication.*
- *Hold each other accountable.*
- *Complete all required reports.*
- *Maintain open communication with their CRS.*
- *Comply with approved meeting standards.*

e. Formal Mentor/Mentee Meetings Requirements and Responsibilities:

- *The required meeting may occur outside work hours, if both parties agree; however, compensation will not be approved.*
- *If meeting outside work hours, the CRS must be notified of the meeting location. No time limits will be mandated. Both individuals need to notify the CRS of how long they intend to meet and follow-up their meeting with the amount of time they spent with one another.*
- *The pair will be permitted to meet during work hours for a minimum of one hour and a maximum of two hours a month. Follow-up with the CRS of their meeting with the amount of time they spent with one another.*
- *If meeting during work hours, the participants' supervisors must approve the time away from their posts.*

This revision will be included in the next full revision of Policy and Administrative Procedure 01-05-102.

Please ensure that all appropriate staff are made aware of, and have access to, this Executive Directive.

If there are any questions regarding this Executive Directive or Policy and Administrative Procedure 01-05-102, please contact the Department Policy Manager.

(signature on file)
Lloyd Arnold,
Commissioner



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Title

The Administration and Operation of Employee Training Programs and Training Departments

Legal References (Includes but is not limited to)	Related Policies/Procedures (Includes but is not limited to)	Replaces:
IC 11-8-2-5(a)(8)	00-02-101	
IC 11-8-2-5(a)(13)	00-04-101	
IC 11-8-2-8(d)	01-03-103	
IC 11-8-2-8(e)	04-03-103	
IC 5-2-1	02-03-117	01-05-101 (Eff. Date 7-1-2023 / ED # 23-30)

I. PURPOSE:

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

II. POLICY STATEMENT:

The Department shall establish a comprehensive system for training and retention of staff. These 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 on 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, Division of Youth

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Services Academy, 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 they are scheduled to attend or missing more than 10% of a particular program and/or 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, Motivational Interviewing, etc.).
- C. **ANNUAL TRAINING PLAN:** A detailed plan that identifies the facility/division's training programs, including topics, schedules, resources, and budgetary impact, etc. 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.
- E. **CONTRACTOR:** Private vendors conducting business on Department/Facility grounds who do not have regular contact with incarcerated individuals.
- F. **CONTRACTUAL STAFF:** Non-State employees who have direct incarcerated individual

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contact in support of their programs and/or services.

- 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. **CULTURE ASSESSMENTS (SURVEYS):** A process that assist the Indiana Department of Correction with differentiating between ideal culture and real culture that includes analyzing expectations, experiences, and philosophy as well as the values that guide staff into their behavior.
- I. **CURRICULUM DEVELOPMENT MANAGER:** Workforce Engagement staff member who is responsible for overseeing research, development, implementation, and evaluation of training curricula used by the Department.
- J. **CURRICULUM DEVELOPMENT SPECIALIST:** Staff member(s) responsible for research, development, instructing, implementation, coordinating, and evaluation of training curricula used by the Department.
- K. **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.
- L. **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.
- M. **DISTANCE LEARNING:** Training that is broadcast over the internet or intranet to participants at remote locations. Distance Learning is presented in real-time.
- N. **DEPARTMENTAL TRAINING ADVISORY COMMITTEE:** An advisory committee appointed by the Commissioner to assist in the review/evaluation of training programs.
- O. **DIVERSITY:** The practice or quality of including or involving people from a range of

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different social and ethnic backgrounds, and of different genders, sexual orientation, and protected classifications.

- P. **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.
- Q. **EMPLOYEE LEARNING MANAGEMENT SYSTEM:** The electronic database used to track the completion of eLearning and classroom modules.
- R. **EXECUTIVE DIRECTOR:** The Executive Director of the Division of Workforce Engagement is responsible for all aspects of the division within the Department. This position reports directly to the Deputy Commissioner.
- S. **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.
- T. **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.
- U. **FACILITY TRAINING OFFICER:** A staff member who reports to the Facility Training Coordinator to assist in program design, training coordination, and instruction.
- V. **FIELD TRAINING OFFICER (FTO):** A staff member, who has met all training requirements, with specific knowledge, skills, and training who is responsible for administering the on-the-job training program to trainees.
- W. **FIELD TRAINING MANAGER (FTM):** A staff member designated by the Warden and approved by the Division of Workforce Engagement with specific knowledge, skills, and training who assists in the development, implementation, and monitoring of the facility on- the-job training program.
- X. **FOCUS GROUP:** A systematic process using the experience and expertise of Subject Matter Specialist (SMS) and Practitioners to research, formulate, and/or implement

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solutions to specific objectives. A focus group may be used for Curriculum Development, Curriculum Review, Policy Review, Policy Development, or other complex tasks.

- Y. IN-SERVICE 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.
- Z. INSTRUCTOR DE-CERTIFICATION: The formal process when a person's instructor status is suspended, or their certification is revoked for administrative reasons.
- AA. INTER-AGENCY STAFF: Employees of governmental agencies or non-profit organizations who have regular supervision or contact with incarcerated individuals. (e.g., labor lines, highway crews, recycling, etc.)
- BB. INTERN: An advanced student or graduate who works, sometimes without pay, at a trade or occupation to gain practical work experience.
- CC. LEVELS OF TRAINING:
 - 1. End User – This is a person who has been trained in a specific skill or topic.
 - 2. Apprentice Instructor – A newly certified instructor who has less than 6 months instructional experience in the specific skills they are certified in and has not yet met the program's instructional requirements. Apprentice instructor must co- instruct with an Instructor, Senior Instructor, or Lead Instructor until all program requirements are met.
 - 3. Instructor – This is a person who is certified to train end users in a specific skill or topic.
 - 4. Senior Instructor – This is a person who is certified to train staff to be Instructors in a specific skill.
 - 5. Lead Instructor – This is a Workforce Engagement employee who is responsible for the day-to-day administration of the program. In addition, to being certified to train others to be instructors, lead instructors shall be responsible for conducting site observations and instructor reviews.
 - 6. Program Dean – The Workforce Engagement employee who is responsible for overall program administration.
- DD. LOCUM/PRN/AGENCY: This identifies Health Services personnel working in a part-time capacity, "as needed" basis, or a specified term.
- EE. DIVISION OF YOUTH SERVICES ACADEMY: Mandatory training for all new

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employees in 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.

- FF. **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 Executive Director.
- GG. **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. Meetings are not training.
- HH. **MENTEE:** A less experienced person participating in the mentoring program.
- II. **MENTOR:** A person who guides a less experienced person by building trust and modeling positive behaviors.
- JJ. **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.
- KK. **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 as part of the NETP requirements.
- LL. **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, eLearning modules, field operations, and via distance learning platforms.
- MM. **ON-THE-JOB TRAINING (OJT):** Required training for all new staff, staff transfers to another shift or facility, or promoted or demoted staff, in areas specific to job classification, function, or assignment. Trainees shall be under the supervision of a trained Field Training Officer who has documented completion of training in topics covering training liability, documentation, and evaluation procedures.
- NN. **OPERATIONS MANAGER:** Responsible for curriculum development, design,

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establishment, and administration of Skill-Based and Field Training programs for the Division of Workforce Engagement. Primary areas include program support, physical plant, housekeeping operations, security operations, work schedule coordination, and collaborative agreements.

- OO. 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.
- PP. PERFORMANCE MEASUREMENT COMMITTEE: An advisory committee appointed by the Executive Director to assist in the review/evaluation of training programs.
- QQ. PRESERVICE TRAINING: Required training for all new staff consisting of New Employee Orientation, New Employee Training Process (NETP), and On-the-Job (OJT) Training.
- RR. PROGRAM DEAN: The Workforce Engagement staff member who has administrative oversight of a program.
- SS. PROGRAM LEAD: The Workforce Engagement staff member who coordinates the day-to-day functions of a program.
- TT. 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.
- UU. PROGRESS REPORT: A formal review and evaluation of a Facility's or Division's training operation conducted on an annual basis. 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).
- VV. PROJECT MANAGER: The staff member who has administrative oversight of a project.
- WW. CORRECTIONAL RETENTION SPECIALIST (CRS): Staff member(s) responsible for research, development, implementation, coordinating, and evaluation of, retention, and employee engagement efforts of the Department.
- XX. CORRECTIONAL RETENTION MANAGER (CRM): Staff member who is responsible

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to oversee the research, development, implementation, and evaluation of all retention and employee engagement efforts of the Department.

- YY. **EMPLOYEE RETENTION PROGRAM:** The Retention Program is a combination of work product and programs designed to enhance the Department's retention of current employees, and engagement between the organization and employees.
- ZZ. **CORRECTIONAL RETENTION SPECIALIST SUPERVISOR (CRSS):** Staff member responsible for coordinating the daily work of the Correctional Retention Specialist. The Correctional Retention Specialist Supervisor works with the Correctional Retention Manager to coordinate the research, development, implementation, coordinating, and evaluation of employee retention, and employee engagement efforts of the Department.
- AAA. **REGIONAL OPERATIONS SUPERVISOR:** The Operations Supervisor will work under the supervision of the Operations Manager in operations of the Correctional Training Institute facilities, curriculum development, design, establishment, and administration of skill-based and on-the-job training programs. The Operations Supervisor will provide support to assigned facilities and training departments with quality assurance of field training and skill-based programs.
- BBB. **REGIONAL TRAINING SITE:** A 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.
- CCC. **REGIONAL TRAINING MANAGER (RTM):** Workforce Engagement 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 for the quality, implementation, and documentation of all training in their regions.
- DDD. **REGIONAL TRAINING SPECIALIST (RTS):** Workforce Engagement 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.
- EEE. **REFLECTIONS OF PRIDE STORE (ROP):** The Department's store for staff to purchase Department merchandise.
- FFF. **RETURNING RETIRED EMPLOYEES:** A retired staff person returning to employment,

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working no more than 27 hours per week for the Department.

GGG. 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.

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

III. SUBJECT MATTER SPECIALIST: Select personnel may serve as Adjunct Instructors in the areas of their professional expertise.

JJJ. TARDINESS: The repeated behavior of being tardy to a training program after the scheduled starting time.

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

LLL. 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 incarcerated individual population and provide all services via telecommunications.

MMM. TRAINING: Instruction providing knowledge and skill to perform a current job assignment including formal classroom instruction, On-the-Job Training (OJT), workshops, or conferences which include a formal agenda and instruction by a qualified presenter. Training programs include requirements for successful completion, attendance recording, a system of recognition of completion, and a system of evaluation.

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

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

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

QQQ. TRAINING REVIEW: A formal review and evaluation of training operations for

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compliance with statute, code, rules, policy, and administrative procedure. (e.g., Progress Report)

RRR. TRAINING SPECIALIST: The Training Specialist provides specialized instruction for new employees at the Correctional Training Institute (CTI) and regional site facilities.

SSS. 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.

IV. DIVISION EXECUTIVE DIRECTOR RESPONSIBILITIES:

The Commissioner shall employ a qualified person to serve as the Executive Director of the Division of Workforce Engagement. 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 Workforce Engagement management staff to conduct at a minimum a quarterly inspection of all Division areas and submit a written report to the Operation Manager. 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 current employee retention, and engagement between organization and employee.
- M. Establishes the Standardized Competencies and Performance Expectations for Training Staff or those performing like responsibilities.

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 the Executive Director of Human Resources.

The Executive Director of Workforce Engagement 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.

VI. FACILITY AND DIVISION 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, Regional Operations Supervisor, 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, Regional Operations Supervisor, and the Facility Training Coordinator shall be permanent members of the committee and shall serve as facilitators for meetings.

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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), Workforce Engagement 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.

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 Facility Training Committee shall meet on a quarterly basis to:

- A. Review a summary compiled by the Facility Training Coordinator of the program evaluations (Attachment 1-M) by participants for programs conducted the previous quarter.
- B. Review the results from the OJT Program Review Surveys for the previous quarter.
- C. Review new training initiatives or program proposals from staff and submit recommendations to the Regional Training Manager.
- D. Review progress, resolve problems, and make recommendations regarding the facility's/division's training-related activities.
- E. Review and recommend for approval all facility-based curricula training programs, evaluation instruments to ensure that the programs are performance-based with written documentation.
- F. Review 25 percent of the curricula each quarter to include:
 1. New Employee Training Process;
 2. In-Service;
 3. Skill Based Training;
 4. Specialized Training;
 5. eLearning; 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 1st. Copies are forwarded to the Executive Director and a copy to the Facility Head/Division Head by November 15th.

- G. To provide guidance and assistance in the development of the Annual Training Plan (Attachment 1-H) that is submitted to the appropriate Regional Training Manager by March 1st. Copies are forwarded to the Executive Director and the Facility Head/Division Head by

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- March 15th. Members of the Training Committee must develop and review the Annual Training Plan before submission. This Annual Training Plan is for the upcoming Fiscal Year.
- 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 and submitted to the Regional Training Manager upon completion.

VII. 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 retention efforts. This may include Surveys, Program Evaluations, Job Performance Reviews, data collected from the State Personnel Department, pre-test, post-test, electronic testing, and other approved methods.

The Performance Measurement Committee shall meet quarterly to provide an ongoing formal evaluation of all training programs and 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 (4), Recorder (1), and Committee Members.

1. 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 Workforce Engagement, Management Team members:

- Curriculum Development Manager
- Operations Manager
- Correctional Retention Manager
- Regional Training Manager

2. Committee Members and Responsibilities:

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The Performance Measurement Committee shall consist of the following Workforce Engagement personnel:

- a. Curriculum Development Manager:
The Curriculum Development Manager shall be responsible for all performance measurements metrics related to Leadership Training, Supervisory Training, and “special issue” training conducted on a Department-wide basis.
- b. Operations Manager:
The Operations Manager shall be responsible for all performance measurements metrics related to Skill Based (e.g., Personal Protection, Security Skills, First Aid, CPR, AED) Instructor Certifications, Correctional Police Officer Training, On-the- Job Training Reviews, and training related injuries.
- c. 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.
- d. Correctional Retention Manager:
The Correctional Retention Manager shall be responsible for all performance measurements metrics related to retention through means of Surveys (Culture Assessment, Long Term Employee, Exit, and Returning Employees), conducting site reviews, attending meetings, conducting recognition events, Ops Report follow-ups and reviewing retention rates as other key indicators.
- e. Workforce Engagement Supervisory Personnel:
The Supervisors shall be responsible for all performance measurement metrics related to Progress Reports, Curriculum Reviews, and NETP and In-Service Training Data.
- f. 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.

VIII. TRAINING DOCUMENTATION:

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It shall be the responsibility of all Workforce Engagement 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, Workforce Engagement shall use 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 Workforce Engagement 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 their training information during their employment. Individual Training Files shall consist of five (5) separate sections that identify different areas of training completed by the staff member throughout their 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 History Report. The Learner History Report will identify completed training for the fiscal year and is an LMS 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 History Report at the time of separation. This shall be placed in Section 1.

2. Section 2: New Employee Training Documentation:

This section is used for documenting all training completed during all Phases of

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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, the Mandatory PREA Questionnaire and Acknowledgement Forms, and the Item Status Report verifying completion of the PREA eLearning module.

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, FTO and FTM certifications, 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 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)
 - Incident Reports
 - Training Enrollment Forms

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- Absence Reports
 - Inclement Weather Forms
 - Instructor Schedule (agenda)
 - Administrative Return Letter
 - Make-up Letter
 - Dismissal Letter
 - Completion Letter
2. Attendance Roster/Sign-In Sheet
 3. Test (written / Practicum)
 4. Test Validation Sheets
 5. Acknowledgement Forms
 6. OJT Forms
 7. Program Evaluation

NOTE: All Program Files must be completed within seven (7) business days at the conclusion of the program. 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, Workforce Engagement Staff shall direct them to contact the State Personnel Department (SPD). Workforce Engagement shall provide them with the email SPDTraining@spd.in.gov.

IX. CURRICULUM AND CURRICULUM DEVELOPMENT:

All curricula to include lesson plans, eLearning modules, PowerPoints, manuals, and all other program support material(s) shall be developed using the Instructional Theory into Practice (ITiP) instructional design model and Workforce Engagement approved format.

All training curriculum used for the purpose of training departmental staff, contractors, vendors, and volunteers must be reviewed and approved by the Executive Director of Workforce Engagement.

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Curricula shall be submitted (using the method below) to the appropriate Workforce Engagement Management/Supervisory Staff member responsible for the area(s) addressed in the curricula for review and approval.

The Management/Supervisory staff member shall review the submitted materials for:

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

Once the Workforce Engagement Management/Supervisory staff member has reviewed the curricula they shall either:

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

After approving the curriculum, the Curriculum Development Manager shall submit the material to the Executive Director for approval. Workforce Engagement shall maintain a copy of all approved curricula.

The Curriculum Development Manager is responsible for creating an Annual Curriculum Review Plan to ensure compliance with departmental policy, administrative procedures, regulatory standards (ACA, PREA, etc.), and correctional best practices.

Upon approval of the Executive Director, a person deemed to have developed or revised curricula may be awarded training credit equal to the lesson/program. It shall be the responsibility of the employee and the employee's supervisor to request approval for consideration from the Executive Director.

X. TESTING PROCESS:

During any testing process, participants are not allowed to use manuals, notes, or other

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aids. They will have one hour to complete the test, written or electronic. If a participant fails a test after their first attempt, 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 Workforce Engagement 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 70% to 100% depending on the program.

A. Written Tests:

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 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. One test answer sheet shall be issued to each participant. A copy is provided as (Attachment 1-I) and may be reproduced locally as required.
3. Test answer sheets shall be distributed, and participants shall follow the instructions provided. All materials, books, pads, etc., shall be removed from an individual's test surface.
4. Participants shall be instructed to put away any electronic devices (phones, tablets, etc.) unless an electronic device is being used for testing purposes.
5. Participants shall be directed "not to start until instructed to do so."
6. 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.
7. Participants shall be advised that after completing the test, all answer sheets and booklets must be turned into the instructor.
8. All tests shall be proctored by training staff or certified instructors. There shall be a minimum of two instructors or training staff members and a 1:25

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- instructor/participant ratio to proctor pre-tests and post-tests. (i.e. Fifty participants require three instructors to proctor the test).
9. After participants complete the test and return the test booklet and answer sheet, they shall exit the testing area. Once the testing process is complete, participants shall return to the classroom.
 10. All participants' tests shall be graded by the instructor or training staff, before the class is dismissed.
 11. Validate missed questions using Attachment 1-J, recording all questions missed by each participant.
 12. After scoring, answer sheets shall be returned to participants to review their scores and missed questions.
 13. All answer sheets shall be collected, ensuring that one answer sheet is returned by each participant.
 14. Instructors shall be responsible for ensuring that all test are accounted for at the end of the class and any discrepancies are immediately reported to the appropriate manager

B. Electronic Tests:

The following procedures shall be followed when administering electronic tests:

1. The Training Coordinator is responsible for enrolling staff into the designated electronic test.
2. The Training Coordinator is required to submit a Learning History Report for all staff scheduled to take an electronic test, at least five (5) Business Days before the date of the test. They will request the Instructor ID and Proctor Code from their Regional Training Manager or Regional Training Specialist at that time.
3. Only a member of the Workforce Engagement Management or Supervisory Team may provide proctor codes for electronic tests.
4. All tests shall be administered under direct and constant observation by a Training Officer or certified instructor.
5. Participants shall be instructed to put away any personal electronic devices (phones, tablets, etc.).
6. Participants shall be directed "not to start until instructed to do so."
7. Participants shall be advised that after they have completed the test, Training Staff will confirm their grade.
8. Only one window is allowed to be open during the testing process.
9. At the end of the program, Training Staff shall check each tablet for signs of misuse, including the search history, per IRUA.

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10. Follow all Chromebook procedures (see Attachment 1-K).

C. Skill-Based Practicum Testing and Requirements:

At the conclusion of a skill-based training program. Participants shall be required to perform specific skills and or techniques learned during the program. This may include personal protection techniques, searches of a person, application of restraints, cardiopulmonary resuscitation, first aid, or other skills.

1. All skill-based practicum evaluations must be performed by an instructor certified to instruct at the skill level of the evaluation being performed (i.e. end-user, instructor, Senior Instructor, etc.).
2. Practicum Evaluations shall be completed at a ratio of 1 evaluator to no more than 2 participants.
3. Participants may request that the skills practicum evaluation be completed in a private setting outside of view of other program participants.
4. All skill-based practicums require an 80% passing score.

D. On-the-Job Testing Requirements:

If a new trainee receives below 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 topics of 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 program dismissal process shall be followed.

Failure to maintain the integrity of the test, the test process, and the test area could result in disciplinary action against person(s) responsible. Lost or compromised tests must be reported immediately to the Regional Training Manager, Program Dean, Curriculum Development Manager, and Executive Director.

XI. PROGRESS REPORT:

The Progress Report shall be considered as an annual formal review and evaluation of a Facility's or Division's training operation conducted by Workforce Engagement Supervisory Staff. The review and evaluation shall include a record-keeping system,

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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 Peer-Audit Progress Report during the 1st week of February. The Peer-Audit Progress Report results shall be discussed with the Facility Head and Regional Training Manager within ten (10) business days. The Peer-Audit Progress Report results must be submitted by February 11th to the RTM. The Mock Progress report shall be completed during the last quarter, of the current training year and the results shall be provided to the Facility Head within ten (10) business days of the review being concluded. The Official Progress Report Review shall be completed during the first quarter of the new fiscal training year. The Peer, the Mock, and the Official Progress Reports shall be completed for the same 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.

Workforce Engagement Regional Training Managers and Regional Training Specialists shall conduct at a minimum one (1) Site Observation each quarter for one of the facilities within their region, ensuring by the end of the training year each facility has had at least one Site Observation conducted. Those results are to be submitted to the Executive Director and Operations Manager and 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 Workforce Engagement Supervisory Staff and Training Coordinators to evaluate the established criteria noted in this policy and administrative procedure (Attachments 2-A, 2-B, and 2-C). The Audit Tools will ensure that a consistent system of measurement is in place to evaluate each facility in a systematic manner.

C. Rebuttal Process:

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If the Training Coordinator wants to dispute any finding from the Audit Process, the Training Coordinator will submit a Rebuttal form. The Training Coordinator will be given access to the form and must fill out all portions properly. They will be given ten (10) days to complete their rebuttal.

The Division of Workforce Engagement staff member assigned to the rebuttal process will have five (5) days from submission to complete the review. They will notify both the facility and the auditors of their findings and recommended actions.

D. Corrective Action Plans:

If a facility at any time has a score of 89 points or below during the Mock or Official Progress Report, then they will be required to create a Corrective Action Plan. This action plan will outline the process that will be taken to correct all deficiencies that were identified during the review. The Training Coordinator will be responsible for scheduling meetings with the Facility Head and Regional Training Manager to provide updates on the progress of the action plan to ensure all corrections are made prior to the next review.

XII. STAFF APPOINTMENTS AND TRAINING REQUIREMENTS:

The Executive Director of Workforce Engagement shall establish guidelines for the selection, appointment, and training of all personnel providing training to departmental staff.

A. Selection Process:

The selections process for Correctional Retention Specialist, Training Officers, Training Coordinators, Training Specialist, Correctional Program Director 2, and Correctional Program Director 1; shall follow the process outlined below:

1. Initial Interview (phase 1)

The initial interview shall follow the standards process of interview and selection as outlined by the State Personnel Department.

2. Oral Presentation (phase 2)

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The second interview shall consist of the same panel members as the initial interview. During the second interview the selected applicants will give a 20-minute presentation utilizing approved curriculum.

B. Appointment and Training Requirements:

1. Correctional Training Officer 3 (Training Coordinator, Training Specialist, Curriculum Development Specialist):

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:

- a. 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 12 months of appointment.

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- b. Satisfactorily complete the Workforce Engagement’s “New Correctional Trainer Orientation” within 30 days of appointment with the Regional Training Manager.
- c. Satisfactorily complete the Workforce Engagement’s “New Training Coordinators” eLearning Module within 30 days of appointment.
- d. Facility Training Coordinators shall satisfactorily complete an approved Learning Management System Training program within 14 days of appointment, conducted by the Regional Training Manager or Regional Training Specialist.
- e. Within 12 months of appointment, all new Facility Training Coordinators shall complete the Department’s DOC Supervisory Program.
- f. Satisfactorily complete the Workforce Engagement’s “Field Training Manager” certification within 45 days of appointment.

2. Correctional Training Officer 4:

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 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 “New Correctional Trainer Orientation” within the first 30 days of appointment with the Regional Training Manager.
- c. Facility Training Officers shall satisfactory complete an approved Learning Management System Training program within 14 days of appointment.

3. Adjunct Instructors:

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

At a minimum, all Adjunct Instructors shall complete Presentation Skills Instructor Led Training in addition to any required Instructor Certification Program.

4. Subject Matter Specialist (SMS):

Select personnel may serve as Adjunct Instructors in the areas of their professional expertise. Individuals deemed to be Subject Matter Specialists (SMS) shall assist facilities, regions, and external agencies in conducting Workforce Engagement Programs, Trainer Development Programs, Certification Programs, Workshops, and Training Seminars.

The designation of SMS 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 SMS. It is highly encouraged that SMS complete a presentations skills course prior to instructing.

Only the Executive Director of Workforce Engagement 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.

5. Training Credit for Instructing Programs:

Instructors may be awarded training credit for instructing a program once a training-year. To be awarded training credit the following conditions must be met:

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- Instructor must be listed on the program agenda for the topics that credit is being awarded.
- The instructor must sign the sign-in sheet.

XIII. TRAINING STAFF RESPONSIBILITIES:

All Training Staff, including Adjunct Instructors and subject matter specialist 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 Workforce Engagement.
- Documents subordinate performance and provides the Executive Director with a summary of the work performance.
- Makes progressive discipline, work improvement, or retraining recommendations to the Executive Director of Workforce Engagement 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 the Executive Director.
- Conducts site inspections, review audits, reviews/recommends training

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curriculum and annual training needs assessments/plans as instructed by the Executive Director.

- h. Responsible for the recruitment and evaluation of various adjunct trainers and contract specialists for Special Issue Workshops.
- i. Assists with improving the retention rates at all facilities within their assigned Region.
- j. 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 the 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 specialists. The Regional Training Specialist reports to the appropriate Regional Training Manager of Workforce Engagement. 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.

- a. Directs the planning, coordination, development, performance, and evaluation of the New Employee Training Process.
- b. Reviews and documents Facility Correctional Trainers' performance and provides the Facility Head and Regional Training Manager with a summary.
- c. Serves as a permanent member of each supporting facility's Facility Training Committee.
- d. Provides instructional support when necessary.
- e. Provides support, assistance, and guidance to trainees.
- f. Responsible for the recruitment and evaluation of full time Training Staff, various Adjunct Trainers, and Subject Matter Specialists for various programs.
- g. Provides support, assistance and guidance to trainees.
- h. Develops and compiles training manuals and materials.

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- i. Reviews, updates, and compiles training materials and makes recommendations for their use on an annual basis.
- j. Assists in organizing special workshops and seminars within their Region.
- k. Tests, measures, and evaluates trainee performance and makes recommendation on retention or working status.
- l. Ensures that all training programs, procedures, methods, and standards comply with national standards.

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, and specialized training essential to the mission of a specific division or facility.

- a. Directs the planning, coordination, development, performance, and evaluation of the Division's training programs for the Department, that includes researching, designing, developing, and executing strategies to achieve agency purpose, goals, and objectives.
- b. Assists the Executive Director in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- c. Responsible for overseeing the revision of curriculum and program materials utilized for training programs throughout the Department.
- d. Responsible for managing, monitoring, and implementing all aspects of the Workforce Engagement Curriculum Plan.
- e. Provides budgetary assistance and makes recommendations to the Executive Director.
- f. Develops and assigns trainers the responsibility of developing eLearning Training Modules and other technology training advancements.
- g. Supervises the operation of the Learning Management System and electronic training file system for the Division.
- h. Establishes collaborative working relationships with community-based programs, leaders, allied criminal justice agencies and other departmental trainers.

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- i. Evaluates proposed and existing staff training content and delivery strategies to ensure current policies, procedures, standards, and best practices are incorporated.
 - j. Prepares, develops, and reviews reports pertaining to the Workforce Engagement's policy, procedures, guidelines, and requirements.
 - k. Supervise, direct, coach, evaluate the operational work, clarifying and interpreting policies and program procedures, resolve disputed issues, discipline as needed, and evaluate performance of staff assigned within their area of responsibility, and offer professional growth opportunities.
 - l. Supervises other programs and program sections, assigned, or as needed.
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.
 - a. Coordinates the planning, performance, and evaluation of training programs for the Department, including researching, designing, developing, and executing strategies to goals and objectives.
 - b. Assists the Curriculum Development Manager in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
 - c. Responsible for coordinating the revision of the curriculum and program materials utilized for training programs.
 - d. Responsible for monitoring and implementing aspects of the Workforce Engagement Curriculum Plan.
 - e. Develops and assigns trainers the responsibility of developing eLearning Training Modules and other technology training advancements.
 - f. Evaluates proposed and existing staff training content and delivery strategies to ensure current policies, procedures, standards, and best

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practices are incorporated.

- g. Prepares, develops, and reviews reports pertaining to Workforce Engagement's policy, procedures, guidelines, and requirements.
- h. Supervises other programs and program sections, assigned, or needed.
- i. Acts on behalf of the Curriculum Manager in their absence, as approved.

5. Curriculum Development Specialist:

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

- a. Assists with efforts to develop department eLearning Modules for compliance training.
- b. Assist with the planning, coordination, development, performance, and evaluation of the training programs for the Department, including researching, designing, developing, and executing strategies to achieve agency purpose, goals, and objectives.
- c. Assists with revisions of curriculum and program materials used for training programs throughout the Department.
- d. Coordinates, develops, and instructs training programs as needed at regional training locations and facilities throughout the State at various locations.
- e. Assists with evaluating proposed and existing staff training content and delivery strategies to ensure current policies, procedures, standards, and best practices are incorporated.
- f. Assists with the development of training aids, techniques, and methodologies.
- g. Develops and compiles training manuals and materials.
- h. Works on and completes special project/assignments as directed by Workforce Engagement's Supervisory and Management Staff, as approved.

6. Correctional Retention Manager:

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The Correctional Retention Manager (CRM) is responsible for directing the work of the Correctional Retention workgroup. The Correctional Retention Manager shall work with agency leadership and the Executive Director of Workforce Engagement to design, establish, and administer the Indiana Department of Correction's employee retention programs.

- a. Directs the planning, coordination, development, performance and evaluation of the Retention Programs for the Department, including researching, designing, developing, and executing strategies to achieve agency purpose, goals, and objectives.
- b. Assists the Executive Director in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- c. Is responsible for overseeing the revision of marketing materials utilized for retention programs throughout the Department.
- d. Is responsible for managing/monitoring/and implementing all aspects of the Department wide Retention Plan.
- e. Works closely with Agency Executive Staff, Wardens, Division Directors, and State Personnel staff to design, implement, and evaluate strategies for employee engagement.
- f. Prepares, develops, and reviews reports pertaining to staffing vacancies, and facility retention.
- g. 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. Correctional Retention Specialist Supervisor:

The Correctional Retention Specialist Supervisor is responsible for supervising the Correctional Retention Specialists in the performance of their duties. The Correctional Retention Specialist Supervisor shall make recommendations for the design, establishment, and administration of the Indiana Department of Correction's employee retention programs. The Correctional Retention Specialist Supervisor works under the direct supervision of the Correctional Retention Manager. Correctional Retention Specialist Supervisor is responsible for implementing and monitoring

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programs and initiatives as directed by the Correctional Retention Manager and Executive Director of Workforce Engagement.

- a. Coordinates the planning, development, performance and evaluation of retention programs for the areas under their supervision, including researching, designing, developing, and executing strategies to achieve goals and objectives.
- b. Assists the Correctional Retention Manager in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- c. Acts on behalf of the Correctional Retention Manager in their absence, as approved.
- d. Is responsible for coordinating the revision of marketing materials utilized for retention programs.
- e. Is responsible for monitoring and implementing aspects of the Department wide Retention Plan.
- f. Coordinates, develops, and instructs training programs as needed at regional training locations and facilities throughout the State at various locations.
- g. Works closely with Wardens, Division Directors, and State Personnel staff to design, implement, and evaluate strategies for employee engagement.
- h. Prepares, develops, and reviews reports pertaining to staffing vacancies, and facility retention rates.
- i. Monitoring daily operational incident reports for staff assaults that happen and ensures Correctional Retention Specialists for their region follows up with staff.

8. Correctional Retention Specialist (CRS):

The Correctional Retention Specialist is responsible for making recommendations for the design, establishment, and administration of the Indiana Department of Correction's employee retention programs. The Correctional Retention Specialist works under the direct supervision of the Correctional Retention Specialist Supervisor. The Correctional Retention Specialist is responsible for implementing and monitoring programs and initiatives as directed by the Correctional Retention Specialist Supervisor,

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Correctional Retention Manager, and Executive Director of Workforce Engagement.

- a. Gather feedback from staff on new policies and worksite reviews.
- b. Coordinates Phase 2 job shadows with veteran staff and facility members and ensures paperwork is completed and submitted.
- c. Works with State Personnel Department staff to coordinate Long-Term Surveys and Exit Interviews.
- d. Consistently promote the Department of Correction. Partner with facility administration to conduct Start, Stop, and Continue Process in their work groups.
- e. Attends and presents at facility Staff Assembly meetings.
- f. Attends roll calls to inform staff of upcoming training events and opportunities.
- g. Coordinates Beyond the Wall formal mentoring with veteran staff and facility members and ensures paperwork is completed and submitted.
- h. Makes recommendation on retention or working status.
- i. Prepares and distributes surveys and questionnaires used as data reference, including, but not limited to, Exit Interviews, Long-Term Employee Surveys, and Culture Assessments.
- j. Monitoring daily operational incident reports for staff assaults that happen in their region and follow up with staff.
- k. Work with administration to develop positive culture ideas through team building.

9. Operations Manager:

The Operations Manager is responsible for overseeing the research, curricula development, design, establishment, and administration of Skill-Based and field training programs for Workforce Engagement. Additionally, the Operations Manager is responsible for facility's management of 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 (3) major functional areas: engineering, grounds-keeping, and safety/security. Primary areas include program support, physical plant

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needs/repairs, housekeeping operations, security operations, work schedule coordination, and collaborative agreements.

- a. Develops performance and evaluation tools to be utilized in agency/division training programs and special issue workshops.
- b. Researches, designs, develops, and executes various training strategies while adhering to established departmental goals and objectives.
- c. 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.
- d. Provides Department-wide operational support and services.
- e. Works closely with Executive Directors, Division Directors, Wardens, department heads, and contract providers to provide relevant training opportunities that are classification/job specific.
- f. 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.
- g. Provides budgetary assistance and makes recommendations to the Executive Director.
- h. Assists the Executive Director in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- i. May act as a subject matter specialist and training resource regarding all training-related matters.
- j. Is responsible for the development and implementation of orientation/on- the-job/in-service training for subordinate staff.
- k. Is responsible for maintaining fixed asset inventory; maintenance and approval of work orders for repair.
- l. Assists in the development of Division activities.
- m. 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.).
- n. Supervises other programs and program sections, as assigned, or needed.
- o. Coordinates and manages physical plant operations and lodging needs of participants.
- p. Assists in performing special projects/assignments as directed by

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Executive Director.

- q. Conducts site inspections, program review audits, review/recommend training curriculum, and annual training needs assessment/plans as instructed by Executive Director.
- r. Acts as a point of contact or liaison for the Division with other departmental, State & local agencies and other stakeholders.

10. Regional Operations Supervisor:

The Regional Operations Supervisor provides operational support for the Operations Manager in operation of the Correctional Training Institute facilities, curriculum development and design, and establishment and administration of skill- based and on-the-job training programs. The Regional Operations Supervisor works directly with Field Training Managers and facility training staff at assigned facilities to provide support with quality assurance of the On-the-Job Training Program and Skill-Based programs. Primary areas include program support, physical plant needs/repairs, housekeeping operations, security operations, collaborative agreements, and other duties as assigned.

- a. Plan, coordinate, schedule, and evaluate training programs to achieve agency goals and objectives.
- b. Test, measure, and evaluate trainee performance based on established standards.
- c. Prepare and disseminate monthly and annual program reports.
- d. Ensure that all training programs, procedures, methods, and standards comply with established standards.
- e. Collaborate with facility leadership to enhance the learning environment and performance of employees.
- f. Collaborate with other trainers on joint training programs.
- g. Prepare training materials and train agency employees on program requirements and usage.
- h. Serve as a liaison between agency, state, and other stakeholders.

11. Training Coordinator:

The Training Coordinator provides specialized instruction for both new and veteran employees at their assigned facility, regional training site, and the

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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.

- a. Conducts Orientation, In-Service, On-the-Job Training, and Academy instruction for all staff.
- b. Analyzes the effectiveness of training.
- c. Researches and develops training curricula to meet specific performance objectives.
- d. Develops training aids and technique.
- e. Reviews, updates, and compiles training materials and makes recommendations for their use on an annual basis.
- f. Assists in organizing special workshops and seminars.
- g. Tests, measures, and evaluates trainee performance and makes recommendation on retention or working status.
- h. Provides support, assistance, and guidance to trainees as appropriate.
- i. Develops and compiles training manuals and materials.
- j. Ensures that all training programs, procedures, methods, and standards comply with national standards.
- k. Assists in the safety and the security of the facility.
- l. Collaborates with all departments within the facility to enhance the learning environment and performance of employees.
- m. Promotes positive professional values and personal accountability.
- n. 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.
- o. Participates as the Chairperson of the Facility Training Committee.

12. 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 specialists. The Training Officer will also provide

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instructional support at the regional training sites, and Correctional Training Institute, as needed.

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

13. Training Specialist:

The Training Specialist provides specialized instruction for new employees at the Correctional Training Institute (CTI) and regional site facilities. They are responsible for coordinating all Phase 3 Academies held at CTI and working with facilities within the region to enroll all new employees to attend. They will also serve as a support specialist in all assigned programs at CTI.

- a. Instructs all Phase 3 Academy classes.
- b. Completes all LMS and performance measurement information for the Phase 3 Academies.
- c. Analyzes the effectiveness of training.
- d. Reviews, updates, and complies training materials and makes recommendations for their use on an annual basis
- e. Assists with liaison duties as assigned for classes, programs, or special workshops held at CTI.
- f. Provides support and assistance with special projects as assigned.
- g. Compiles training manuals and materials for new employees and training programs as required.
- h. Assists in the safety and security of the facility.

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- i. Completes monthly building inspections as assigned.
- j. Promotes positive professional values and personal accountability.
- k. Maintains a variety of training records and course information regarding training programs.
- l. Maintains current instructor certifications.

XIV. MUTUAL SUPPORT:

Mutual support among trainers (Facility, Division, Central Office, and Outside Agencies) for cooperation and collaboration is expected and required for:

- Improvement of trainers' skills individually.
- Enhancement of trainers' credibility collectively.
- Advancement of the training profession; and,
- Facilitation of operations at the Regional Training sites.

Mutual support among trainers provides an opportunity for increased efficiency in the delivery of training through:

- More effective trainer/participant ratios
- Better use of space, equipment, and materials
- Distance Learning through use of Microsoft Teams

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

XV. NEW EMPLOYEE TRAINING PROCESS RESPONSIBILITIES:

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 incarcerated individuals or working in any division of the Department.

The Department and the facilities shall demonstrate it has examined, and where appropriate and feasible, implemented strategies that promote recycling, energy

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and/or water conservation, pollution reduction, and utilization of renewable energy alternatives. An overview of any sustainable and environmentally friendly practices shall be covered in the New Employee Training Process.

A. Administration and Operation of the New Employee Training Process:

The Executive Director of Workforce Engagement 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 Attendance:

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

Any exceptions to the attendance requirement must be submitted in writing by the Facility Training Coordinator to the appropriate Regional Training Manager for approval.

If approved for a modified NETP, the Regional Training Manager shall provide in writing, the minimum training requirements.

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New staff shall NOT have unsupervised contact with incarcerated individuals prior to successful completion of all phases of the New Employee Training Process.

1. The Regional Training Manager may, at the request of a Facility Head make a written request to the Executive Director, 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.

C. Program Structure and Responsibilities:

The New Employee Training Process shall be structured in phases. Each Training Coordinator will be responsible to work with the Facility Human Resource Department to establish when Phase One of 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.

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

1. Phase One - New Employee Orientation (See Administrative Procedure 01-05-101: Staff Training and Professional Development Programs).
 - a. Training Coordinator Responsibilities

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The Training coordinator shall be responsible for ensuring that the following items are completed for all Phase 1 classes:

- i. Scheduling Classes based on the Facility / Division Hiring Needs
 - Develop and Coordinate Instructor Agenda.
 - Create Class Codes in the Learning Management System (LMS).
 - Enroll all staff in each Phase needed in LMS.
 - Review Participant Guidelines with participants
- ii. Preparing Training Materials and documentation in advance of the class including:
 - Attendance Roster(s) (Attachment 1-B)
 - Training Enrollment Forms (Attachment 1-C)
 - Inclement Weather Forms (used only during the months of October through March) (Attachment 1-D /1-E)
 - Search Acknowledgment Forms
 - Evaluations needed for Skill Based training
 - Answer sheets needed for testing
 - PREA Form (Attachment 1-F)
- iii. Submit required documentation and forms to the Regional Training Manager and Regional Training Specialist:
 - Training Enrollment Letters
 - Trainee Absence Reports (Microsoft Forms)
 - Submit Daily Absence Reports
 - Inclement Weather Forms
- iv. Monitor program instructors and participants for compliance with program guidelines:
 - Monitor and report any behavior or performance issues to the Regional Training Manager.
 - Notify Regional Training Manager of all any failed testing immediately including:
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
 - Verify Completion of eLearning.

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- Coordinate make-up training needed for staff absences.
- v. Complete data entry for Phase One within seven business days of Phase completion, including updating the New Employee Tracker.
 - Record Attendance
 - Record Program Status (complete / incomplete)
 - Record Test or Assessment Scores
- vi. Complete electronic Program File within seven business days of Phase completion.
 - Scan and load all program documentation to the appropriate electronic storage folder on the Division of Workforce Engagement's shared drive.
- vii. Submit Performance Measurement Data for Phase One within seven business days of Phase completion in the New Employee Status Report. (Attachment 1-P)
- b. Regional Training Manager Responsibilities:

The Regional Training Manager shall be responsible for ensuring that the following items are completed for all Phase 1 classes:

 - i. Monitor NETP training schedules and naming conventions issued.
 - ii. Provide support to the Training Coordinator as needed.
 - iii. Collect all Training Enrollment Forms.
 - iv. Collect all Inclement Weather Forms (when applicable, see above).
 - v. Monitor Attendance, Track Absences and Communicate Absences.
 - vi. Create Make-up Letters.
 - vii. Create and issue Dismissal Letters (if applicable).

Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved the Dismissal Letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist and Executive Director of Workforce Engagement.
- viii. Create Letters of Administrative Return (if applicable).
- ix. Contact Executive Director of Workforce Engagement of all

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second attempted failed testing immediately.

- Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
- x. Notify Facility Warden of all second attempted failed testing immediately.
- Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores

2. Phase Two OJT Training:

a. Training Coordinator Responsibilities

The Training Coordinator shall be responsible for ensuring that the following items are completed for all Phase 2 courses:

- i. Notify Field Training Manager of the number of trainees and start date
- ii. Schedule Briefings / Debriefings
- iii. Monitor Attendance
- iv. Complete Absence Reports
- v. Submit Daily Absence Reports to Regional Training Manager.
- vi. Complete data entry for Phase Two within seven business day of Phase completion, including updating the New Employee Tracker.
- vii. Coordinate make-up training for staff absences.
- viii. Complete electronic Program File within seven business days of Phase completion.
- ix. Submit Performance Measurement Data for Phase Two within seven business days of Phase completion in the New Employee Status Report.

b. Field Training Manager Responsibilities:

- i. Prepare Documents
 - Attendance Rosters
 - Post Assignment Tracking Forms

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- On-the-Job Training (OJT) Acknowledgement Logs
 - ii. Make Field Training Officer / Trainee Assignments
 - iii. Monitor Trainer and Trainee behavior / performance.
 - iv. Schedule and conduct Briefings / Debriefings
 - v. Ensure all program documentation is completed in a timely manner and accurately.
 - vi. Schedule and conduct assessments and tests.
 - vii. Collect documentation and submit it to the Training Coordinator for inclusion in the program files.
 - viii. Communicate with Training Coordinator and Trainee's Supervisor regarding trainee's progress and performance.
 - c. Regional Training Manager Responsibilities
The Regional Training Manager shall be responsible for ensuring that the following items are completed for all Phase Two courses:
 - i. Monitor attendance, track absences, and communicate absences.
 - ii. Create Make-Up Letters (if applicable).
 - iii. Create Letters of Administrative Return (if applicable).
 - iv. Provide support to Training Coordinator as needed.
 - v. Create and issue Dismissal Letters (if applicable).
Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved the Dismissal Letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist, and Executive Director of Workforce Engagement.
3. Phase Three Academy (2 Weeks)– This Training shall be conducted at the Regional Training Location:
- a. Training Coordinator Responsibilities:
The Training Coordinator shall be responsible for ensuring that the following items are completed for all Phase Three classes:
 - i. Verify completion of eLearning.
 - ii. Enroll Participants in the approved class within the Department's Learning Management System.
 - iii. Communicate with Regional Training Manager and Regional Training Specialist regarding participant program attendance.

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- iv. Coordinate make-up training needed for staff absences.
- b. Regional Training Specialist Responsibilities:
The Regional Training Specialist shall be responsible for ensuring that the following items are completed for all Phase 3 classes:
 - i. Develop Instructor Agenda.
 - Notify Instructors 30 days in advance.
 - Send reminder to instructors 14 days prior to the training event.
 - ii. Complete LMS enrollment for all facilities within the region.
 - Verify all Training Enrollment Forms were received.
 - Verify all Inclement Weather Forms (when applicable) were received.
 - iii. Coordinate with Liaison.
 - Classroom confirmation
 - Classroom set-up
 - Review of Liaison duties
 - iv. Prepare documents needed for Phase Three.
 - v. Monitor attendance, track absences, and communicate absences with Regional Training Manager and Facility Training Coordinator.
 - vi. Create Absence Reports and Make-up Letters (if applicable)
 - vii. Create Letters of Administrative Return (if applicable)
 - viii. Monitor Phase Three Staff (instructors)
 - ix. Monitor Trainee performance.
 - x. Submit daily absence reports to Facility Training Coordinator after attendance has been completed.
 - xi. PREA Acknowledgement Forms are completed and sent to Training Coordinators.
 - xii. Coordinate, advertise, monitor, and oversee Study Sessions conducted during the Academy. Ensure rosters are maintained for Study Sessions and sent to the Training Coordinators at the conclusion of the Study Session.
 - xiii. Notify RTM of all any failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
 - xiv. Complete data entry for Phase Three within seven business days of

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- xv. Phase completion, including updating the New Employee Tracker. Complete electronic Program File within seven business days of Phase completion (see section 10).
 - xvi. Submit Performance Measurement Data for Phase Three within seven business days of Phase completion in the New Employee Status Report.
- c. Regional Training Manager Responsibilities
- The Regional Training Manager shall be responsible for ensuring that the following items are completed for all Phase Three classes:
- i. Provide support to Regional Training Specialist as needed.
 - ii. Track absences.
 - iii. Contact Executive Director of Workforce Engagement of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
 - Did they attend the Study Sessions
 - iv. Notify Facility Warden of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
 - Did they attend the Study Sessions
 - v. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved the Dismissal Letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist and Executive Director of Workforce Engagement.
4. Phase Four 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 Administrative Procedure 01-

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05-101: Staff Training and Professional Development Programs)

a. Adult NETP Phase Four (OJT)

1. Training Coordinator Responsibilities:

The Training Coordinator shall be responsible for ensuring that the following items are completed for all Phase Four courses:

- i. Notify Field Training Manager of the number of trainees and start date
- ii. Schedule Briefings / Debriefings
- iii. Monitor Attendance
- iv. Complete Absence Reports
- v. Submit Daily Absence Reports to Regional Training Manager.
- vi. Complete data entry for Phase Four within seven business days of Phase completion, including updating the New Employee Tracker.
- vii. Coordinate make-up training for staff absences.
- viii. Complete electronic Program File within seven business days of Phase completion (see section 10).
- ix. Submit Performance Measurement Data for Phase Four within seven business days of Phase completion in the New Employee Status Report.

2. Field Training Manager Responsibilities:

The Field Training Manager shall be responsible for ensuring that the following items are completed for all Phase Four courses:

- i. Prepare Documents
 - Attendance Rosters
 - Post Assignment Tracking Forms
 - On-the-Job Training (OJT) Acknowledgement Logs
- ii. Make Field Training Officer / Trainee Assignments
- iii. Monitor Trainer and Trainee behavior / performance.
- iv. Schedule and conduct Briefings / Debriefings
- v. Ensure all program documentation is completed in a timely manner and accurately.

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- vi. Schedule and conduct assessments and tests.
- vii. Collect documentation and submit it to the Training Coordinator for inclusion in the program files.
- viii. Communicate with Training Coordinator and Trainee's Supervisor regarding trainee's progress and performance.

3. Regional Training Manager Responsibilities

The Regional Training Manager shall be responsible for ensuring that the following items are completed for all Phase Four courses:

- i. Provide support to the Facility Training Coordinator as needed.
- ii. Track absences.
- iii. Contact Executive Director of Workforce Engagement of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation of offering to read 2nd test to staff member
 - First and second test scores
 - Did they attend the Study Sessions
- iv. Notify Warden of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation of offering to read 2nd test to staff member
 - First and second test scores
- v. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved, the Dismissal Letter shall be sent to the Facility Warden, Training Coordinator, Regional Training Specialist, and Executive Director of Workforce Engagement.
- vi. Ensure all NETP phase requirements have been met.
- vii. The Regional Training Manager will coordinate and conduct a quarterly Graduation Ceremony for state staff who have completed all Phases of training and eLearning modules. They will provide Certificates of Completion and

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- viii. the Division of Workforce Engagement Training Bars. In the quarterly Performance Measurement report, the RTM will provide information to the Executive Director of Workforce Engagement of individuals who have not completed the required NETP training. The information will be shared with the Warden of each facility

b. Division of Youth Services NETP Phase Four

1. Training Coordinator Responsibilities

The Training Coordinator shall be responsible for ensuring that the following items are completed for all Phase Four courses:

- i. Enroll Participants in the approved class within the Department's Learning Management System.
- ii. Communicate with Regional Training Manager and Regional Training Specialist regarding participant program attendance.
- iii. Coordinate make-up training needed for staff absences.

2. Program Lead Responsibilities

The Program Lead shall be responsible for ensuring that the following items are completed for all Phase Four courses:

- i. Develop Instructor Agenda.
 - Notify Instructors 30 days in advance.
 - Send reminder to instructors 14 days prior to the training event.
- ii. Prepare documents needed for this Phase.
- iii. Complete LMS enrollment for all Division of Youth Services facilities.
- iv. Verify all Training Enrollment Forms were received.
- v. Verify all Inclement Weather Forms (when applicable) were received.
- vi. Coordinate with Liaison.
 - Classroom confirmation
 - Classroom set-up
 - Review of Liaison Duties
- vii. Monitor attendance, track absences, and communicate

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absences with Program Dean.

- viii. Coordinate, advertise, monitor, and oversee Study Sessions conducted during the Academy. Ensure rosters are maintained for Study Sessions and sent to the Training Coordinators at the conclusion of the Study Session.
- ix. Create Makeup Letters (if applicable).
- x. Create Letters of Administrative Return (if applicable).
- xi. Monitor Phase Four Staff (Instructors).
- xii. Submit daily absence reports to Facility Training Coordinator after attendance has been completed.
- xiii. Complete data entry for Phase Four within seven business days of Phase completion, including updating the New Employee Tracker.
- xiv. Complete electronic Program File within seven business days of Phase completion (see section 10).
- xv. Submit Performance Measurement Data for Phase Four within seven business days of Phase completion in the New Employee Status Tracker.
- xvii. Notify the Program Dean of all any failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
 - Did they attend the Study Sessions

3. Program Dean Responsibilities

The Program Dean shall be responsible for ensuring that the following items are completed for all Phase Four courses:

- i. Provide support to the Program Lead as needed.
- ii. Track absences.
- iii. Contact Executive Director / Workforce Engagement of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation of offering to read 2nd test to staff member
 - First and second test scores
 - Did they attend the Study Sessions

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- iv. Notify Warden of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation of offering to read 2nd test to staff member
 - First and second test scores
 - Did they attend Study Sessions
- v. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved, the Dismissal Letter shall be sent to the Facility Warden, Training Coordinator, Regional Training Specialist, and Executive Director of Workforce Engagement.

c. Parole NETP Phase Four (Firearms Certification)

1. Parole Training Supervisor responsibilities

The Parole Training Supervisor shall be responsible for ensuring that the following items are completed for all Phase Four courses:

- i. Develop Instructor Agenda.
 - Notify Instructors 30 days in advance.
 - Send reminder to instructors 14 days prior to the training event.
- ii. Prepare documents needed for this Phase.
- iii. Complete LMS enrollments
- iv. Verify all Training Enrollment Forms were received.
- v. Verify all Inclement Weather Forms (when applicable) were received.
- vi. Coordinate with Liaison.
- vii. Monitor attendance, track absences, and communicate absences with Program Dean.
- viii. Create Makeup Letters (if applicable).
- ix. Create Letters of Administrative Return (if applicable).
- x. Monitor Phase Four Staff (Instructors).
- xi. Absence Reports
- xii. Complete data entry for Phase Four within seven business days of Phase completion.

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- xiii. Complete electronic Program File within seven business days of Phase completion (see section 10).
- xiv. Notify Program Dean and Division Director of all any failed testing immediately.
- xv. Monitor attendance, track absences, and communicate absences with Program Dean.

2. Program Dean Responsibilities

The Program Dean shall be responsible for ensuring that the following items are completed for all Phase Four courses:

- i. Provide support to Parole Training Supervisor
- ii. Track absences.
- iii. Notify Division Deputy Director of all second attempted failed testing immediately.
 - Name of staff member
 - First and second test scores
- iv. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved the Dismissal Letter shall be sent to the Division Deputy Director, District Supervisor, Parole Training Supervisor, Program Dean, and Executive Director of Workforce Engagement.

5. Phase Five of the New Employee Training Process

Phase Five 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 Administrative Procedure 01-05-101: Staff Training and Professional Development Programs)

a. Division of Youth Services NETP Phase Five (OJT)

1. Training Coordinator Responsibilities

The Training Coordinator shall be responsible for ensuring that the following items are completed for all Phase Five courses:

- i. Notify Field Training Manager of the number of trainees and start date

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- ii. Schedule Briefings / Debriefings
- iii. Monitor Attendance
- iv. Complete Absence Reports
- v. Submit Daily Absence Reports to Regional Training Manager.
- vi. Complete data entry for Phase Five within seven business day of Phase completion.
- vii. Coordinate make-up training for staff absences.
- viii. Complete electronic Program File within seven business days of Phase completion (see section 10).
- ix. Submit Performance Measurement Data for Phase Five within seven business days of Phase completion. Statistical Data

2. Field Training Manager Responsibilities

The Field Training Manager shall be responsible for ensuring that the following items are completed for all Phase Five courses:

- i. Prepare Documents
 - Attendance Rosters
 - Post Assignment Tracking Forms
 - On-the-Job Training (OJT) Acknowledgement Logs
- ii. Make Field Training Officer / Trainee Assignments
- iii. Monitor Trainer and Trainee behavior / performance.
- iv. Schedule and conduct Briefings / Debriefings
- v. Ensure all program documentation is completed in a timely manner and accurately.
- vi. Schedule and conduct assessments and tests.
- vii. Collect documentation and submit it to the Training Coordinator for inclusion in the program files.
- viii. Communicate with Training Coordinator and Trainee's Supervisor regarding trainee's progress and performance.

2. Regional Training Manager

The Regional Training shall be responsible for ensuring that the following items are completed for all Phase Five courses:

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- i. Provide support to Training Coordinator as needed.
- ii. Track absences.
- iii. Contact Executive Director of Workforce Engagement of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
- iv. Notify Facility Warden of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
- v. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved the Dismissal Letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist and Executive Director of Workforce Engagement.
- vi. Ensure all NETP Phase requirements have been met.
- vii. Will coordinate and conduct a quarterly Graduation Ceremony for all state staff who have completed all Phases of training and eLearning modules. They will provide Certificates of Completion and the Division of Workforce Engagement Training Bars.
- viii. In the quarterly Performance Measurement report, the RTM will provide information to the Executive Director of Workforce Engagement of individuals who have not completed the required NETP training. The information will be shared with the Warden of each facility.

b. Parole NETP Phase Five (Parole Academy)

1. Parole Training Supervisor responsibilities:

The Parole Training Supervisor shall be responsible for ensuring that the following items are completed for all Phase Five courses:

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- i. Develop Instructor Agenda.
 - Notify Instructors 30 days in advance.
- ii. Prepare documents needed for this Phase.
- iii. Complete LMS enrollments
- iv. Verify all Training Enrollment Forms were received.
- v. Verify all Inclement Weather Forms (when applicable) were received.
- vi. Coordinate with Liaison.
- vii. Monitor attendance, track absences, and communicate absences with Program Dean.
- viii. Create Makeup Letters (if applicable).
- ix. Absence Reports
 - x. Submit daily absence reports to Parole Training Supervisor after attendance has been completed.
 - xi. Complete data entry for Phase Five within seven business days of Phase completion.
 - xii. Complete electronic Program File within seven business days of Phase completion.
 - xiii. Submit Performance Measurement Data for Phase Five within seven business days of Phase completion in the New Employee Status Tracker.
 - xiv. Notify Program Dean of all any failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores

2. Program Dean Responsibilities:

The Program Dean shall be responsible for ensuring that the following items are completed for all Phase Five courses:

- i. Provide support to Parole Training Supervisor.
- ii. Track absences.
- iii. Notify District Supervisor, Deputy Director of Parole and Executive Director of Workforce Engagement of all second

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attempted failed testing immediately.

- Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
- iv. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved the Dismissal Letter shall be sent to the Parole Training Supervisor, Deputy Director of Parole, the District Supervisor, and Executive Director of Workforce Engagement.
- v. Ensure all NETP Phase requirements have been met.
- vi. The Regional Training Manager will coordinate and conduct a quarterly Graduation Ceremony for all staff who have completed all Phases of training and eLearning modules. They will provide Certificates of Completion and the Division of Workforce Engagement Training Bars.
- vii. In the quarterly Performance Measurement report, the RTM will provide information to the Executive Director of Workforce Engagement of individuals who have not completed the required NETP training. The information will be shared with the Director of Parole Services.

XVI. ON THE JOB TRAINING:

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 Workforce Engagement 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:

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1. Workforce Engagement Operations Manager:

The Operations Manager shall have administrative oversight of all on-the-job training programs. The Operations 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, Regional Operations Supervisor's, 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. Conduct certification courses for Field Training Managers.
- b. 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. Conduct an annual review of program documentation and provide guidance in matters related to the OJT Program.
- d. 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. Coordinate and conduct quarterly reviews of the facilities' On-the-Job Training Program.
- f. Establish mandatory on-the-job training topics for Session 1 for all new employees, including contracted employees. (Attachments 1-N and 1-O).
- g. With approval from the Executive Director of Workforce Engagement 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.

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2. Operations Supervisors Responsibilities:

The Regional Operations Supervisor will directly engage with the Field Training Manager, Training Coordinator, Regional Training Specialist, and Facility Leadership Teams to monitor and oversee On-the-Job Training for the New Employees Training Process. Additionally, they will work with facility staff to monitor on-the-job training for all promotions, demotions, and transfers.

The Operations Supervisors shall be responsible for:

- a. Conducting quarterly Field Training Audits.
- b. Providing training for Field Training Managers.
- c. Reviewing and recommend changes to Performance Tasks Sheets.
- d. Conducting bi-weekly FTM Meetings with all FTMs in assigned region.
- e. Conducting Monthly FTM Meetings with all FTMs.
- f. Conducting the annual Field Training Manager Retreat.
- g. Monitoring Field Training Officer performances and provide feedback to the FTM and Facility Leadership.
- h. Making recommendations for changes when needed.
- i. Implementing approved changes.
- j. Monitoring changes and overall program performance.
- k. Communicating changes to Facility Staff.
- l. Conducting “spot checks” to ensure changes are being followed and achieving the desired outcome.

Northern Region Operations Supervisor’s assigned Facilities:

- Indiana State Prison
- Westville Correctional Facility
- South Bend Community Re-Entry Center
- Chain O’ Lakes Re-Entry Center
- Laporte Juvenile Correctional Facility
- Logansport Juvenile Correctional Facility
- Miami Correctional Facility
- Pendleton Juvenile Correctional Facility
- Correctional Industrial Facility

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- Division of Parole Services

Southern Region Operations Supervisor's assigned Facilities:

- Pendleton Correctional Facility
- Plainfield Correctional Facility
- Reception Diagnostic Center
- Edinburgh Correctional Facility
- Indiana Women's Prison
- Putnamville Correctional Facility
- Rockville Correctional Facility
- Wabash Valley Correctional Facility
- Branchville Correctional Facility
- Madison Correctional Facility

3. Regional Training Manager's Responsibilities:

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:

- Ensuring Facilities and Divisions within the assigned region are compliant with this Administrative Procedure.
- 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, for each of their assigned facilities.
- Provide regular feedback to the Facility / Division Head regarding the performance of the Field Training Manager and Field Training Officers.
- Coordinate, schedule, and conduct on-the-job training for Field

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Training Manager, Training Coordinators, and Training Officers.

- e. Participate in quarterly program reviews.
- f. Provide guidance to the facility regarding the Field Training Program.
- g. Shall be responsible for notifying the Operations Manager within seven days of any change in appointment of the Field Training Manager.

4. 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.
- 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 Supervisor prior to implementation. All classifications shall be required to have a written test. This is only applicable for new employees.
- f. Track and record completion of all On-the-Job Training in the Department's Learning Management System.
- 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)

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in the absence of an appointed Field Training Manager.

- j. Notify the Regional Training Manager and the Operations Manager of any failed testing.
- k. Submit Quarterly the Field Training Audit / Needs Assessment (Attachment 1-L)

5. Field Training Managers (FTM) Responsibilities and Minimum Requirements for Appointment:

The Field Training Manager shall be the staff member assigned to coordinate 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. The appointment to the role of Field Training Manager must be in writing and submitted for approval to the Executive Director or the Operations Manager of Workforce Engagement.

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).
- 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.

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- vi. The FTM shall conduct 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 or job that is not an approved part of the designated On-the- Job Training Program.
- x. The FTM shall complete all required documentation and reports 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 years of continuous employment with the Indiana Department of Correction.
- 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).

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- 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 dayshift, nightshift, 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 45-days of appointment and maintain certification throughout their appointment. Certifications shall be for a period of two years.
- xii. Must successfully complete the Instructor Development Program within one year of appointment.

6. 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.

7. Department Head Responsibilities:

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:

- 1. Collaborate with the Training Coordinator and Field Training

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Manager to develop Performance Check Sheets for the specific classification working under their supervision.

2. Review and approve all FTO applications within 14 days of interview.
3. Ensure that each Department has an adequate number of certified Field Training Officers to support the On-the-Job Training Program.
4. Communicate with the Training Coordinator and Field Training Manager feedback on FTO performance and Trainee's performance during the OJT program.
5. Ensure that all training requirements are met related to the OJT for all employees working under their supervision.

8. Requirements and Qualifications for Field Training Officers (FTO):

Interviews will be conducted for the selection of a Field Training Officer. It is recommended that the following staff members sit on the interview board: FTC, FTM, and Deputy Warden. The facility will need to keep a record of all interviews and the results. All Field Training Officers shall have at least six 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.

1. All FTOs must have the desire and ability to help train employees.
2. Individuals should possess excellent written and verbal skills.
3. Individuals must be free of disciplinary action above a written reprimand for at least 12 months.
4. Individuals should have a working knowledge of the job, as evidenced by having at least "meet expectations" on their performance appraisals.
5. Possess coaching abilities and the ability to provide constructive feedback to help the trainee improve job performance.
6. FTOs must successfully complete Presentation Skills Training.
7. The FTO shall also successfully complete the Workforce Engagement 1- day Field Training Officer Certification. They shall also complete a recertification biennially.

B. OJT Program Reviews:

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Each facility shall participate in an OJT Program Review. The review shall be conducted quarterly by Workforce Engagement.

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, Workforce Engagement shall provide a Survey Link for all NETP Participants to complete at the conclusion of their on-the-job Training. The Facility Training Coordinator and Field Training Manager will utilize the information gathered through this survey to complete a self-audit and monitor employee feedback.

C. Field Training Master Binder:

Each Facility shall maintain a Field Training Master Binder. The Facility Training Coordinator shall work with the Field Training Manager to ensure that the binder is maintained and kept up to date with the most current materials. An index of all the sections will be in the beginning of the binder. Each section will be separated by dividers and labeled with the name of the section. Certificates will be stored in alphabetical order.

The Sections of the Field Training Master Binder will be in this order:

1. List of Current Field Training Officers (FTO) in alphabetical order, with FTM listed first, to include expiration of certifications.
2. Copy of Field Training Manager (FTM) and Field Training Officer (FTO) Certificates, placing the FTM Certificate first, and the FTO certificates after, in alphabetical order.
3. Current Performance Check Sheets for all Classifications. (A written test will be kept in a secure location behind a lock for each classification.)
4. Updated and most current version of Policy and Administrative

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- Procedure 01-05- 101.
5. All relevant OJT procedures/directives.
 6. New Employee Training Process schedules.
 7. Copy OJT Quarterly Committee meetings for the last four quarters.

XVII. IN-SERVICE TRAINING:

Workforce Engagement shall structure an Annual In-Service Training for all staff for each year subsequent to the first year of employment.

All staff that have routine contact with the incarcerated population shall complete a minimum of 40 hours of In-Service annually. All State employees, contractors, and volunteers must adhere to the PREA standards which requires them to complete the PREA training annually.

It is the Training Coordinator's responsibility to ensure their facility reaches 100% completion rate of all staff by June 30. To ensure the Department uses a measurable standard for tracking In- Service Training hours, it is recommended they adopt the following process in order to complete the required training:

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

All facility/division staff members shall receive training relevant to their duties in mandatory, statutory, policy, and administratively mandated topics (See Administrative Procedure 01-05-101: Staff Training and Professional Development Programs).

All staff (State Employees, Contractual Staff, and Volunteers) members with routine incarcerated individuals contact (Administrative, Managerial, Professional/Specialist, and Support) shall be required to complete a minimum of 40 hours of In-Service Training. All staff (clerical/support) with controlled, minimal incarcerated individual contact shall be required to complete a minimum of 16 hours of In-Service Training. Executive staff members (Deputy Wardens and Above) who exceed 40 hours of training relevant to their position may not be required to attend the Department's In-

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Service Training. This does not relieve staff from completing the PREA In- Service training that Policy and Administrative Procedure 02-01-115 “Sexual Abuse Prevention” requires all staff with incarcerated individual contact to complete. Professional and job-relevant training received by these staff shall serve to meet the requirement of the In-Service 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 In-Service Training, based upon hire date or prior to their last In-Service Training. Facility Training Coordinators shall submit an Annual In-Service Training Calendar by May 1st to all Department Heads. The Department Head shall submit a training schedule for their staff by June 1st to the Facility Training Coordinator. If a training schedule is not submitted by June 1st the Facility Training Coordinator must assign a training schedule for staff members and notify Department Heads and Facility Heads that a date has been scheduled for the staff members. 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.

Central Office staff shall be required at a minimum to complete 16 hours of In-Service eLearning within the fiscal year. Staff may be required to attend remedial New Employee Training, In-Service Certification, and OJT programs for documented instances of marginal or less than acceptable work performance due to lack of knowledge and skill.

1. Annual eLearning Enrollment:

Annually by August 1st, the updated annual Inservice and New Employee Training Process eLearning will be made available. All required eLearning for the training year, shall be completed in accordance with the established

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timelines and at the latest by June 30th each year. The Training Coordinator will be responsible for enrolling all staff within their assigned area in the required Annual Inservice eLearning modules by August 11th.

2. Completing eLearning Assessments (Test/Quiz):

At the conclusion of required eLearning training, participants will be required to complete an assessment (quiz) over the training material. When participants access an eLearning module, they will have the option to either review the material or go straight to the quiz. Regardless of the option the individual selects, the following process will be followed when an individual fails to obtain the required 70% passing Grade:

Participants will have two (2) attempts to successfully pass the quiz. After two (2) failed attempts, the eLearning module will “lock” and will not allow the individual to complete the module. It will appear the module is still operating correctly but the individual will get the same score each time they complete the quiz. If a participant is “locked” out of an eLearning module, they must contact their Training Coordinator to get the eLearning module reset.

The Training Coordinator will reset the appropriate eLearning module and make the individual aware of the reset. When an eLearning module is reset, the individual will need to complete the eLearning module in its entirety again in order to have another two (2) attempts to pass the quiz. If the individual fails to pass the quiz in the allotted two (2) attempts a second time, the Training Coordinator will contact the Custody Supervisor (Custody Staff) or Department Head (Non-Custody Staff) about the four (4) failed attempts.

After four (4) failed attempts, the Custody Supervisor (Custody Staff) or Department Head (Non-Custody Staff) will ensure the four (4) failed attempts is noted in the employee’s SuccessFactors Performance Section (Goals).

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The Training Coordinator will be responsible for tracking and communicating eLearning resets with the Regional Training Manager.

XVIII. GRADUATION AND ISSUANCE OF CORRECTIONAL PROFESSIONAL CERTIFICATION:

1. Graduation:

Upon successfully completing the New Employee Training Process participants shall attend a formal graduation ceremony. Graduations shall be conducted quarterly at regional locations. Participation in Graduation is mandatory.

2. Issuance of Correctional Professional Certification:

Upon successfully completing the New Employee Training Process and meeting all mandatory training requirements staff shall be issued a Certificate of Completion pursuant to Indiana Code 11-8-2-8(e). Certificates shall include signatures of the Regional Training Manager and the Executive Director. The Regional Training Manager shall be responsible for verifying all submissions to ensure that all training requirements have been met.

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. Certificates will be issued during the graduation ceremony.

Certification numbers shall be issued as follows: Alpha Group letter, last two digits of the year of completion and the last six digits of the employees Identification Number, (for example: A24_123456).

All blank Certificates shall be issued to the Regional Training Manager by Workforce Engagement.

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XIX. SKILL-BASED TRAINING:

The Division of Workforce Engagement is responsible for the development, coordination, implementation, and review of skill-based training programs. This includes:

- Defensive Tactics
- Security Skills
- Cardiopulmonary Resuscitation (CPR), First Aid, and Automated External Defibrillator (AED)
- Correctional Police Officer Training (CPO)

Only curriculum authorized by the Executive Director of Workforce Engagement may be used to train Indiana Department of Correction employees, contractors, and volunteers. Any unauthorized use of techniques, videos, audio, or other materials by an instructor or other staff member shall be subject to departmental review.

Due to the increased complexity of skill-based training there shall be the following instructor to participant requirements for skill-based training:

- Initial training courses shall require a minimum of two (2) certified instructors and a ratio of one (1) instructor for every fifteen (15) participants.
- Recertification courses shall maintain an instructor ratio of one (1) instructor for every fifteen (15) participants.

1. Training and Safety Equipment:

The following safety equipment shall be the only equipment authorized for use with the skill-based training programs listed in this policy and administrative procedure.

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

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

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

All Inter-Agency requests for Department assistance in providing Skill-Based Training for their employees must be forwarded to Workforce Engagement'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-G), 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.

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

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.

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Medical documentation 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.

XX. 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 Workforce Engagement Program shall be reported to the appropriate Workforce Engagement 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
- In-Service Training

A. Injuries:

1. Not requiring medical treatment:

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

- a. Date and time of incident
- b. List of all Instructors
- c. List of all persons involved
- d. List of all witnesses and persons present
- e. Detailed description of events
- f. Action taken after injury
- g. Statement from person(s) injured

2. Requiring medical treatment:

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Any injury requiring medical treatment shall be reported to the Operations Manager, Regional Operations Supervisor, 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:

- a. Date and time of incident
- b. List of all Instructors
- c. List of all persons involved
- d. List of all witnesses and persons present
- e. Detailed description of events
- f. Action taken after injury
- g. Statement from person(s) injured
- h. Completed First Report of Injury/Illness (must be faxed)
- i. Photos of the area and physical environment
- j. 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

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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

XXI. RETENTION:

The Correctional Retention Team shall consist of the Correctional Retention Manager, Correctional Retention Specialist Supervisor, and nine Correctional Retention Specialists. The Correctional Retention Team shall be under the supervision and direction of the Executive Director. The purpose of these positions is to establish retention strategies and practices for the Department.

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

The CRM 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 Correctional Retention Specialists (CRS).

The CRSs shall coordinate 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 Re-Entry Center, 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

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- **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 # 10
- **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

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

A. Retention

The Correctional Retention Team shall focus its retention efforts on employee engagement. The Correctional 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 7 components:

1. Cultural Assessment:

The Correctional Retention Team is responsible for the administration of the Culture Assessment Survey and 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 formats: in-person interviews and electronic surveys.

- a. All staff will receive an electronic survey to complete anonymously.
- b. The CRS and/or Workforce Engagement representative will use State-issued equipment to ask staff to complete the survey while conducting rounds within the facility.

Cultural Surveys shall be conducted quarterly throughout the calendar year. Additional follow-up culture assessments may be requested and conducted at

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the discretion of the facility and the Correctional Retention Manager. The Executive Director and the Correctional Retention Team shall work with the location's executive leadership and State Personnel Department to interpret the results. In the case of facility culture assessment surveys, the regional director, facility administration and State Personnel Department are responsible for oversight of the culture survey results. When it is Central Office or a Division, the chief executive officers are responsible for the oversight of the assessment results.

2. Exit Interviews:

The Correctional Retention Specialists 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 Correctional Retention Specialist upon receipt of an employee's notice to leave State employment. Notices shall be provided to the CRS within three business days of receipt.

The Correctional Retention Specialist Supervisor shall use the data collected from the Exit Interview to develop quarterly reports to be presented to the Correctional Retention Manager for approval. Quarterly reports shall be submitted by the fifteenth day of the month following the end of the quarter.

The quarterly report shall be forwarded to:

- Executive Director of Workforce Engagement
- 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 Correctional 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 available formats: in-person or via electronic survey.

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a. In-person interviews:

In-person interviews shall be conducted by the Correctional Retention Specialists of all employees with one, three, five, and 20 years of service with the Department and every five years after that. Designated years of service may be modified by the Workforce Engagement Executive Director. Facility and Department Executive staff shall work with the Correctional Retention Specialists to schedule employees meeting these criteria during their anniversary month.

b. Electronic surveys:

Upon request and at the discretion of the Executive Director of Workforce Engagement and the Correctional Retention Manager, the Correctional Retention Team 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 Correctional Retention Specialist Supervisor shall use the data collected from Long- Term Employee Surveys to develop quarterly reports to be presented to the Correctional Retention Manager for approval. Quarterly reports shall be submitted by the fifteenth day of the month following the end of the quarter.

The quarterly report will be forwarded to:

- Executive Director of Workforce Engagement
- 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. Workplace Site Observation:

The Correctional Retention Specialist shall work with the Facility Safety Hazard Manager (if available) monthly to conduct workplace site observations. The results of the workplace site observation will be provided directly to the Warden.

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5. Policy Feedback/Review:

The Correctional Retention Specialist shall work with the facility to gather feedback on new policies. The CRS shall gather feedback using their tablets to generate a report that will go directly to the Warden to communicate if the policy is being shared properly and there is an understanding of the policy.

6. 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 Workforce Engagement and the Department's Executive Staff, the Correctional Retention Team will assist with planning, organizing, coordinating, and disseminating various recognitions and awards throughout the department.

7. Employee Engagement Committee:

Workforce Engagement shall establish a committee to review information gathered during the Culture Assessments, from Exit Interviews, 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 Retention initiatives. The Employee Engagement Committee shall analyze various outcomes in order to formulate appropriate Department Goals and Initiatives for the Department related to retaining quality and capable employees.

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

The Employee Engagement Committee shall meet quarterly to provide ongoing evaluation of all employee engagement activities. Three Board Members, one

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of which must be either the Chairman or Vice Chairman, and two-thirds of the committee's members must be present to conduct a business meeting.

The Employee Engagement Committee shall consist of Committee Board and Committee Members.

a. 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 Workforce Engagement (Chairman)
- Correctional Retention Manager (Vice Chairman)
- Deputy Commissioner of Operations
- Deputy Commissioner of Diversity and Development
- Deputy Commissioner of Strategic Alignment
- Deputy Commissioner of Re-Entry and Youth Services
- Executive Directors of Adult Facilities
- Executive Director of the Division of Youth Services
- Director of Parole Services

b. Committee Members:

Each Warden shall appoint one staff member to serve as a member of this committee. The Division of Parole Services and Central Office shall appoint up to three 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, Parole Supervisor and Central Office during Committee Meetings. Additional Department staff shall be appointed, on the recommendation of Division Directors. The committee members will be rotated annually or at the discretion of the Executive Director of Workforce Engagement.

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8. Beyond the Wall Mentor Program:

Beyond the Wall Mentoring is a Mentoring Program for veteran staff within the Indiana Department of Correction for the purpose of retaining staff and encouraging leadership within the Department. Mentoring is a voluntary program where veteran staff will be recruited and trained to mentor veteran employees for the formal process. The informal process is generally a mentor of the mentees' choosing. Veteran employees shall be introduced to the program during their annual In-Service.

a. Mentoring:

Beyond the Wall Mentoring is a Mentoring Program for veteran staff within the Indiana Department of Correction for the purpose of retaining staff and encouraging leadership within the Department. The vision statement for the program is, "By providing a mentor to staff, we can support professional development, improve our diversity, inclusion, and belonging objectives, foster collaboration, and improve retention within the Indiana Department of Correction."

Mentoring is a voluntary program where veteran staff will be recruited and trained to mentor veteran employees for the formal process. The informal process is generally a mentor of the mentees' choosing. Veteran employees shall be introduced to the program during their annual In-Service.

Once the information sheets for the formal programs are received, the supervisors and facility command shall be notified for input. Participants in the formal process will be selected and placed regionally, by the five regions of the Workforce Engagement Division (Central, West, East, North Central, and North). The CRSS shall develop a spreadsheet for tracking purposes.

The informal process will cover marketing to staff "A How-To" guide, should they wish to have a mentor. The mentors selected will be of the mentee's choosing.

Informal mentors and mentees shall be a 1:1 ratio. Formal mentors may be asked to mentor more than one mentee at a time if the need is present (no more than 2).

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Training for mentor/mentee shall be conducted at the facility via eLearning module.

Formal Program Participation Requirements:

1. Mentor Criteria:

- Submit a completed information sheet.
- Be free of any disciplinary action for the previous 12 months.
- Demonstrate effective communication skills (oral and written).
- Willingness to commit to one year in the program.
- Have two or more years' experience with the Department.
- Complete mentor eLearning module.

2. Mentee Criteria:

- Employee must have six months or more with the department.
- Complete information sheet.
- Commitment to one year in the program.
- Complete mentee eLearning module.

b. Program Stakeholder Responsibilities:

1. Workforce Engagement's Responsibilities:

- Provide training for new mentors (optional).
- Market the program to the Department.
- Conduct mentor information sessions.

2. Correctional Retention Specialist's Responsibilities:

- Provide resources for the initial mentor/mentee meeting to include tips on conversation starters, goal setting, and career planning.
- Responsible for the mentors/mentees completing and tracking all required paperwork.
 - Review all required agreements with the matched pair, including "acceptable communication," which will be in person or over the telephone.

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3. Formal Mentor Responsibilities:

- Schedule the first meeting (must be in person) and notify CRSS of meeting date and time.
- Meet with the mentees at least one hour each month, which can be done via telephone or Teams.
- Commit to completion of eLearning module.
- Assist mentee in identifying goals and career planning.
- Offer constructive feedback and positive reinforcement to the mentee.
- Submitting monthly report, the CRS will go over requirements of the report with Mentor.

4. Formal Mentor/Mentee Shared Responsibilities:

- Set up at least two in-person meetings.
- Commit to one year.
- Have consistent communication.
- Hold each other accountable.
- Complete all required reports.
- Maintain open communication with their CRS.
- Comply with approved meeting standards.

c. Formal Mentor/Mentee Meetings Requirements and Responsibilities:

1. The required meeting may occur outside work hours, if both parties agree; however, compensation will not be approved.
2. If meeting outside work hours, the CRS must be notified of the meeting location. No time limits will be mandated. Both individuals need to notify the CRS of how long they intend to meet and follow-up their meeting with the amount of time they spent with one another.
3. The pair will be permitted to meet during work hours for a minimum of one hour and a maximum of two hours a month. Follow-up with the CRS of their meeting with the amount of time they spent with one another.
4. If meeting during work hours, the participants' supervisors must approve the time away from their posts.

d. Ops Report Follow-up:

The Correctional Retention Team will monitor daily OPS Report emails for staff assaults. When a staff member is reported as being assaulted on the OPS Report,

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the CRS will meet with that staff member(s) within 7-10 days of the assault. The CRS will follow up with facility administration after talking with the staff member(s). The CRS will also be required to report the meeting on the CRS tracker.

XXII. 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)

Christina Reagle
Commissioner

8/2/2024

Date