



**POLICY STATEMENT**  
**Commonwealth of Pennsylvania • Department of Corrections**

<b>Policy Subject:</b>  <b>Training and Staff Development</b>		<b>Policy Number:</b>  <b>5.1.1</b>
<b>Date of Issue:</b>  <b>May 27, 2025</b>	<b>Authority:</b>  <b>Signature on File Dr. Laurel R. Harry</b>	<b>Effective Date:</b>  <b>June 2, 2025</b>

**I. AUTHORITY**

The Authority of the Secretary of Corrections to direct the operation of the Department of Corrections is established by Sections 201, 206 and 506 and 901-B of the Administrative Code of 1929, 71 P.S. §§61, 66, 186 and 310-1, Act of April 9, 1929, P.L. 177, No. 175, as amended.

**II. PURPOSE**

It is the purpose of this policy to establish procedures for the training and staff development of all Department of Corrections employees, and to establish a system of regular review.

**III. APPLICABILITY**

The policy and procedures set forth in this document are applicable to all employees of the Department of Corrections.

**IV. DEFINITIONS**

All pertinent definitions are in the Glossary of Terms section contained in the Procedures Manual for this policy.

**V. POLICY**

It is the policy of the Department of Corrections to establish, implement, and evaluate quality employee training and development programs that contribute to the

Department's mission, equal employment opportunity goals, employee learning needs, and are supportive of the goals of the Governor.

## **VI. PROCEDURES**

All pertinent procedures and/or terms are contained in the Procedures Manual for this policy.

## **VII. SUSPENSION DURING AN EMERGENCY**

In an emergency or extended disruption of normal facility operation, the Secretary/designee may suspend any provision or section of this policy for a specific period.

## **VIII. RIGHTS UNDER THIS POLICY**

This policy does not create rights in any person nor should it be interpreted or applied in such a manner as to abridge the rights of any individual. This policy should be interpreted to have sufficient flexibility to be consistent with law and to permit the accomplishment of the purpose(s) of the policies of the Department.

## **IX. RELEASE OF INFORMATION AND DISSEMINATION OF POLICY**

### **A. Release of Information**

#### **1. Policy Statement**

This Policy Statement is public information and may be released upon request.

#### **2. Procedures Manuals, Appendixes, and Attachments (if applicable)**

The related procedures manuals, appendixes and attachments (elements) for this policy are public information and are releasable upon request unless designated by the Department as confidential. Confidential elements are not public information and shall not be released in entirety or in part, without the prior approval of the Secretary/designee. Procedures manuals or other elements which are not further restricted, may be released to any Department employee on an as needed basis.

### **B. Distribution of Policy**

#### **1. Public and General Distribution**

Department policies which are not designated as confidential or further restricted, shall be made available to the public through the Department's public web site.

#### **2. Distribution to Staff and Other Government Agencies**

All Department policies and related elements, which are not further restricted, shall be available to all Department members. It is the responsibility of those individuals within the Department, receiving policies through general distribution,

to ensure that each employee expected or required to perform the necessary procedures/duties has access to the policy and procedures. Distribution of confidential policies or elements to other government agencies is subject to the approval of the Secretary/designee.

## **X. SUPERSEDED POLICY AND CROSS REFERENCE**

### **A. Superseded Policy**

#### **1. Department Policy**

5.1.1, Training and Staff Development, issued February 3, 2025, by Secretary Dr. Laurel R. Harry.

#### **2. Facility Policy and Procedures**

This document supersedes all facility policy and procedures on this subject.

### **B. Cross References(s)**

#### **1. Administrative Manuals**

- a. DC-ADM 201, Use of Force
- b. 1.1.3, Organization of the Department of Corrections Central Office
- c. 1.1.6, Volunteers in the Department of Corrections
- d. 4.1.1, Human Resources and Labor Relations
- e. 6.3.1, Facility Security
- f. 6.7.2, Special Response Teams
- g. 7.6.1, Delivery of Educational Services
- h. 8.1.1, Community Corrections Centers
- i. 11.3.5, Armed Mounted Horse Detail
- j. 13.1.1, Management and Administration of Health Care

#### **2. ACA Standards**

- a. **Administration of Correctional Agencies:** 2-CO-1D-01, 2-CO-1D-02, 2-CO-1D-03, 2-CO-1D-04, 2-CO-1D-05, 2-CO-1D-06, 2-CO-1D-07, 2-CO-1D-08, 2-CO-1D-09, 2-CO-1D-10, 2-CO-1G-04, 2-CO-1G-07

- b. **Adult Correctional Institutions:** 5-ACI-1C-01, 5-ACI-1C-12, 5-ACI-1C-16, 5-ACI-1C-23, 5-ACI-1D-01, 5-ACI-1D-02, 5-ACI-1D-03, 5-ACI-1D-04, 5-ACI-1D-05, 5-ACI-1D-07, 5-ACI-1D-08, 5-ACI-1D-09, 5-ACI-1D-10, 5-ACI-1D-11, 5-ACI-1D-12, 5-ACI-1D-13, 5-ACI-1D-14, 5-ACI-1D-15, 5-ACI-1D-16, 5-ACI-1D-17, 5-ACI-1D-18, 5-ACI-1D-19, 5-ACI-1D-20, 5-ACI-1D-21, 5-ACI-1D-22, 5-ACI-3A-21, 5-ACI-3A-33, 5-ACI-3A-34, 5-ACI-3B-02, 5-ACI-3B-10, 5-ACI-3C-04, 5-ACI-6A-08, 5-ACI-6A-35, 5-ACI-6B-02, 5-ACI-6B-06, 5-ACI-6B-07, 5-ACI-6B-08, 5-ACI-7A-07
  - c. **Adult Community Residential Services:** 4-ACRS-1C-04, 4-ACRS-7B-10, 4-ACRS-7B-11, 4-ACRS-7B-12, 4-ACRS-7B-13, 4-ACRS-7B-14, 4-ACRS-7B-15, 4-ACRS-7B-16, 4-ACRS-7B-17, 4-ACRS-7B-18, 4-ACRS-7B-19, 4-ACRS-7F-09
  - d. **Correctional Training Academies:** 1-CTA-1A-01, 1-CTA-1A-09, 1-CTA-2C-01, 1-CTA-3A-01, 1-CTA-3A-02, 1-CTA-3A-03, 1-CTA-3A-04, 1-CTA-3A-05, 1-CTA-3A-06, 1-CTA-3A-07, 1-CTA-3A-08, 1-CTA-3A-09, 1-CTA-3A-10, 1-CTA-3A-11, 1-CTA-3A-12, 1-CTA-3A-13, 1-CTA-3A-14, 1-CTA-3A-15, 1-CTA-3A-16, 1-CTA-3A-17, 1-CTA-3A-18, 1-CTA-3A-19, 1-CTA-3A-20, 1-CTA-3A-21, 1-CTA-3A-22, 1-CTA-3A-23, 1-CTA-3A-24, 1-CTA-3B-08, 1-CTA-3B-09, 1-CTA-3C-05, 2-CTA-1C-11, 2-CTA-1D-02, 2-CTA-3A-01, 2-CTA-3A-06, 2-CTA-3A-08, 2-CTA-3A-14, 2-CTA-3A-15, 2-CTA-3A-19, 2-CTA-3A-30
  - e. **Correctional Industries:** 2CI-1A-8, 2-CI-2B-1, 2-CI-6C-5, 2-CI-6C-6, 2-CI-6C-7
  - f. **Adult Probation and Parole Field Services:** 4-APPFS-3A-06, 4-APPFS-3A-07, 4-APPFS-3A-09, 4-APPFS-3A-13, 4-APPFS-3A-15, 4-APPFS-3A-16, 4-APPFS-3A-17, 4-APPFS-3A-18, 4-APPFS-3A-22-M
3. PREA Standards
- 28 Code of Federal Regulations (CFR) 115.31
4. Other
- a. Management Directive 205.15, Memberships in Organizations, Associations, or Societies
  - b. Management Directive 205.33, Workplace Violence
  - c. Management Directive 210.5, The Commonwealth of Pennsylvania State Records Management Program
  - d. Management Directive 505.22, State Employee Assistance Program
  - e. Management Directive 505.25, Substance Abuse in the Workplace

- f. Management Directive 535.3, Out-Service Training
- g. Management Directive 535.7, Annual Agency Training Plan and Report
- h. Management Directive 720.7, Bomb Threats and Suspicious Packages
- i. Department of Corrections Class Code Listing
- j. Asbestos Occupations Accreditation and Certification Act of 1990, P.L. 805, No. 194
- k. PA Code Title 34, Chapter 203, Lead-Based Paint Occupation Accreditation and Certification



**PROCEDURES MANUAL**  
**Commonwealth of Pennsylvania • Department of Corrections**

**Policy Subject:**

**Training and Staff Development**

**Policy Number:**

**5.1.1**

**Date of Issue:**

**May 27, 2025**

**Authority:**

**Signature on File**  
**Dr. Laurel R. Harry**

**Effective Date:**

**June 2, 2025**

**Release of Information**

**Policy Statement:** The Policy Statement is public information and may be released upon request.

**Procedures Manuals, Appendixes, and Attachments (if applicable):**

The related procedures manuals, appendixes and attachments (elements) for this policy are public information and are releasable upon request unless designated by the Department as confidential. Confidential elements are not public information and shall not be released in entirety or in part, without the prior approval of the Secretary/designee. Procedures manuals or other elements which are not further restricted, may be released to any Department employee on an as needed basis.

**Procedure Development:** All required procedures shall be developed in compliance with the standards set forth in this manual and/or the governing policy. These standards may be exceeded, but in all cases, these standards are the minimum standard that must be achieved. In the event a deviation or variance is required, a written request is to be submitted to the appropriate Executive Deputy Secretary/Regional Deputy Secretary and the Bureau of Standards, Audits, Assessments, and Compliance for review and approval prior to implementation. Absent such approval, all procedures set forth in this manual must be met.

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## Section 1 – Bureau of Training and Staff Development

### A. General

#### 1. Mission Statement

The Bureau of Training and Staff Development's mission is **providing** quality staff development, training, and support services for its stakeholders.

#### 2. Values Statement

The Bureau of Training and Staff Development is dedicated to integrity, professionalism, excellence, teamwork, and innovation, which are paramount to its growth and success.

#### 3. Vision Statement

The Bureau of Training and Staff Development's Vision Statement is "Leading in Learning for Corrections Excellence."

#### 4. ***The Bureau of Training and Staff Development's organization and functions shall be in accordance with the Functional Statement and Training Academy Organizational Chart (Attachment 1-A).***

### B. Responsibilities

1. Plan, develop, and implement all Department-level training programs that are consistent with, and contribute to, the Department's mission, equal employment opportunity goals, and staffing requirements based on employee learning needs.
2. Develop training policies that are consistent with the policies and goals of the Commonwealth and the Department.
3. Develop and implement training that meets or exceeds the American Correctional Association (ACA) standards for correctional agencies.
4. Ensure that a standardized, competency-based curriculum, supported by appropriate materials and classroom resources, **are** available for all training conducted by the Department.<sup>1</sup>
5. Develop and/or make available core training programs in the following areas:
  - a. pre-service (includes orientation and Basic Training);
  - b. **corrections and** field-specific technical training;
  - c. formal On-the-Job Training;

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<sup>1</sup> 1-CTA-3A-15

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- d. management and supervisory development; and
  - e. in-service, out-service, and specialized training.
6. Coordinate interdepartmental sharing of training activities, resources, technology, and programs to maximize efficiencies and cost effectiveness.
  7. Provide training programs to certify sufficient quantities of **qualified** instructors and facilitators to meet departmental needs.
  8. Primarily conduct training courses at the Training Academy but utilize regional training sites when practical.
  9. Ensure that out-service training requests are approved in accordance with Department and Commonwealth policies and goals.
  10. Develop the Department Annual Training Plan and Annual Training Report in accordance with Department and Commonwealth procedures.<sup>2</sup>
  11. Maintain all formal course files and student records for courses conducted by the Training Academy. Files and records shall be maintained, archived, and disposed of in accordance with **Management Directive 210.5, The Commonwealth of Pennsylvania State Records Management Program**, and applicable ACA standards.<sup>3</sup>
  12. Select **qualified** individuals for assignment to the Training Academy **that have specialized training for the positions** and meet applicable ACA standards.<sup>4</sup>

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<sup>2</sup> 5-ACI-1D-05, 1-CTA-1A-01

<sup>3</sup> 1-CTA-3A-10, 1-CTA-3A-11, 1-CTA-3A-12

<sup>4</sup> 1-CTA-3A-01

## Section 2 – Minimum Training Standards

### A. General Procedures

1. The Director, ***Bureau of Training and Staff Development***, is responsible for managing training functions within the Department.
2. Training requirements are contained in **Section 3, Career and Management Development**; **Section 4, First-Year Training Requirements**; **Section 5, Training Needs Assessments, Plans, Records, and Reports**; **Section 7, Firearms Qualification**; and **Section 9, Instructor Certification and Standards of Conduct** of this procedures manual.
3. Each Department employee ***shall*** receive training mandated by the Department and required by ***the employee's*** job classification and duties. A new full-time and non-regular status employee ***shall*** meet first-year training requirements as stated in **Section 4** of this procedures manual.<sup>1</sup>
4. ***The Department Alphabetical Class Code Listing published by the Public Safety Delivery Center determines the employee's training category related to training requirements.***
5. The Facility Manager, ***District Director, Community Corrections Center (CCC) Director, or designee*** is responsible for ensuring that all mandatory training including in-service and on-the-job training requirements are met according to this procedures manual.
6. The Training Coordinator is responsible for supervising the planning, coordinating, monitoring, and reporting of mandatory training including in-service training requirements.
7. ***The Training Coordinator (or, for the field, the Training Coordinator designee) is responsible for maintaining any required training records.***<sup>2</sup>
8. Training at a CCC is planned and supervised by the CCC Director. An employee ***shall*** be designated at each region or CCC to coordinate the training process.
9. Annual mandatory training must be documented in the facility/***field*** Annual Training Plan and Annual Training Report as stated in **Section 5** of this procedures manual.
10. A trained and certified instructor must conduct all training offered by the Department. Instructor certification requirements are contained in **Section 9** of this procedures manual.

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<sup>1</sup> 2-CI-6C-6

<sup>2</sup> 5-ACI-1D-01, 4-ACRS-7B-10, 1-CTA-3A-01

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11. Department mandatory training must be instructed using a Department-approved lesson plan in accordance with **Section 10** of this procedures manual.
12. Necessary space and equipment **must be provided** to conduct training and staff development activities. Facilities for classroom instruction should be easily accessible, free from distracting noise or observation by inmates, large enough to accommodate a minimum of 20-30 students, and contain the appropriate audio/visual equipment. Separate space should be provided for specialized training such as defensive tactics, firearms training, and chemical munitions training.<sup>3</sup>

**B. Mandatory Training**

1. Commonwealth and federal laws and regulations, **American Correctional Association (ACA)** standards, Department requirements, and employee learning needs determine mandatory training.
2. **A Facility Manager, District Director, CCC Director, or designee** shall ensure that each employee meets **their** mandatory training requirements each calendar year. Facilities, **field locations, or CCCs** not in compliance with mandatory training requirements shall develop **a corrective action plan** within **15** days of **receiving the Annual Training Audit report (see Section 14 of this procedures manual)** **that shall** bring the facility into compliance within **180** days.
3. **In-service training, designated by the Department as mandatory, must be completed each calendar year unless otherwise noted in the Mandatory Training Requirements (Attachment 2-A). Managers and supervisors shall ensure that employees under their supervision complete all mandatory training requirements.**
4. **A Facility Manager, District Director, CCC Director, or designee** may expand the employee target group based upon operational needs, providing the designated group meets the same initial certification and re-certification requirements for that particular subject. Example: Maintenance staff assigned to use firearms must receive initial firearms training and must meet qualification and re-qualification standards.
5. Employees on extended leave and unavailable for training during the current training year **must** complete **the** mandatory in-service training **that they missed (see Subsection B.6. below)**. Exceptions may be made for these employees by the Facility Manager, **District Director, CCC Director, or designee** based upon the following:
  - a. length of time the employee was out;
  - b. when the employee returns to duty within the current year; and
  - c. the operational needs of the facility.

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<sup>3</sup> 5-ACI-1D-08, 4-APPFS-3A-13, 1-CTA-2C-01

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- (1) Example 1: An employee is out for 14 months and returns during the month of January leaving 11 months to complete annual training. This employee would be expected to complete **their** required training in the current (calendar) year.
  - (2) Example 2: An employee is out for 14 months and returns during the month of November leaving less than two months to complete annual training. The Facility Manager may waive the annual training requirement in the current (calendar) year and schedule the employee's training within the next (calendar) year.
6. An employee required to complete training in the critical skill areas identified below must complete the training within 60 days upon return to regular duty. Critical skill topics include the following:
  - a. Firearms;
  - b. **Cardiopulmonary Resuscitation** (CPR)/Basic First Aid; and
  - c. Defensive Tactics/Use of Force.
7. An employee who is promoted or placed into a management, first-level supervisor, Commissioned Officer, Food Service Manager, or Food Service Supervisor position **shall** also complete the training requirements stated in **Section 3** of this procedures manual.
8. Each non-regular status employee **shall** receive an initial orientation and training **as determined by the Facility Manager, District Director, or designee. Each year, non-regular status employees working less than 20 hours per week, shall participate in a two-hour orientation refresher which shall include, at a minimum, a review of security, emergency preparedness, and professionalism and ethics.**<sup>4</sup>
9. All full-time, limited-term wage H-1 bargaining unit members (**excluding Community Corrections Center Monitors [CCCMs]**) **shall** attend Basic Training. The course must be successfully completed prior to the employee being issued "security" keys, "restricted" keys, or "emergency" keys (as defined in Department policy **6.3.1, "Facility Security"**) and prior to independently supervising inmates. **CCCMs are issued keys following their one week of orientation.**
10. All other full-time, limited-term wage employees **shall** receive an orientation and training as stated in **Section 4** of this procedures manual.
11. Inmate Telephone Site Administrators are exempt from taking Department in-service training requirements.
12. Each regular and non-regular volunteer **shall** receive an orientation as stated in **Section 4** of this procedures manual.

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<sup>4</sup> 5-ACI-1D-17, 4-ACRS-7B-18

13. A nationally recognized association, such as the American Red Cross or the American Heart Association, must certify all non-regular status contract licensed professional medical personnel (excluding on-site medical consultants) in CPR and Basic First Aid. Training in **Human Immunodeficiency Virus (HIV)**, Tuberculosis, Hepatitis, two-person CPR, and Automated External Defibrillator (AED) received through other sources may be credited towards mandatory training provided documentation of attendance and completion is presented to the facility's Training Coordinator.<sup>5</sup> Non-regular status contract licensed professional medical personnel, as defined in this paragraph, includes the following: Physicians, dentists, psychologists, certified physician assistants, Registered Nurses (RN), Licensed Practical Nurses (LPN), and dental hygienists.<sup>6</sup>

### **C. In-Service Training Schedule**

1. An In-Service Training Schedule must be developed to meet the Department's training requirements as listed in the **Mandatory Training Requirements**. The In-Service Training Schedule shall be incorporated into the Annual Training Plan as required in **Section 5** of this procedures manual. The **Bureau of Training and Staff Development** **shall** provide each Training Coordinator/**Field Training Liaison** with the Department's annual in-service training requirements for the next calendar year by **November 1** of each year.
2. Annual in-service training may be scheduled based on **the Department's** needs and circumstances. Annual in-service training must be completed by December 31 of each year.
3. **Changes to work schedules of bargaining unit covered employees to accommodate training shall be subject to respective bargaining agreements as well as local side agreements.**
4. **Annual in-service requirements are minimum training requirements. In-service training schedules shall also include non-mandatory training that addresses facility-specific deficiencies, maintains staff skills and knowledge, prepares staff for future work needs, and considers succession planning.** Local lesson plans **shall** be developed and approved in accordance with **Section 10** of this procedures manual.

### **D. Special Team Participation**

1. An employee who volunteers for special team participation (Corrections Emergency Response Team [CERT], Fire Emergency Response Team [FERT], etc.) must successfully complete the specialized training courses for the specific team. Training requirements for "special teams" are determined by Special Teams Coordinators.<sup>7</sup>

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<sup>5</sup> 5-ACI-6A-08

<sup>6</sup> 5-ACI-6B-08

<sup>7</sup> 5-ACI-1D-18



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2. An employee who will be inspecting asbestos, abating asbestos, or supervising asbestos abatement must complete a Department of Labor and Industry accredited program prior to entering **any** work sites.<sup>8</sup>
3. An employee who will be involved in lead abatement projects must be trained and certified by the Lead Training Center, Danville State Hospital, or other approved sources.<sup>9</sup>

**E. Specialized Training**

Training requirements for select specialized training programs and certain job classifications are listed in **Specialized Training (Attachment 2-B)**.

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<sup>8</sup> 2-CI-1A-8

<sup>9</sup> PA Code, Title 34, Chapter 203

## **Section 3 – Professional Development and Out-Service Training**

### **A. General<sup>1</sup>**

The Department has a continuing commitment to establish, implement, and evaluate employee training and development programs that ensure quality learning experiences supportive of the Department's mission and the overall interests of the Commonwealth of Pennsylvania. In order to accomplish this, the Department will:

1. use the resources of outside public and private agencies, private industry, colleges, universities, and libraries when needed to develop training courses and curricula, and in formulating techniques for evaluating staff development programs;<sup>2</sup>
2. encourage employees to participate in criminal justice and allied professional associations and activities, and continue to promote staff development of Department employees;
3. promote training and staff development programs that encourage employees to continue their education and participate in outside workshops, seminars, and other formal education programs;<sup>3</sup>
4. encourage the use of administrative leave and/or reimbursement for employees attending approved professional meetings, seminars, and similar work-related activities;
5. ensure that adequate training funds are included in annual budgets to accomplish staff development and training programs, and reimburse staff for their time when training is conducted during off-duty hours;<sup>4</sup> and
6. provide quality learning experiences and financial support as needed to prepare interns and trainees for careers in state government.

### **B. Manager and Supervisor Development<sup>5</sup>**

1. Any Department staff member who is promoted or placed into a first-level supervisor position is required to attend the Department's supervisory development program and successfully complete all Department and Office of Administration (OA) web-based training modules specifically developed for supervisors within six months of promotion or placement.

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<sup>1</sup> 4-ACRS-7B-19, 4-APPFS-3A-21

<sup>2</sup> 5-ACI-1D-07, 2-CTA-3A-14, 4-ACRS-7B-13

<sup>3</sup> 5-ACI-1D-22, 4-APPFS-3A-21

<sup>4</sup> 5-ACI-1D-09, 2-CTA-1C-11

<sup>5</sup> 4-APPFS-3A-15

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2. See **Section 2** and the attachment titled **Mandatory Training Requirements** of this procedures manual for other position-related professional development training requirements.
3. Parole Manager and Supervisor Orientation
  - a. Employees promoted to, or hired for, executive, senior, or mid-level managerial and supervisory positions shall be provided with management courses designed to meet identified needs of these positions.
  - b. All newly appointed Parole Supervisors must complete related field or institutional training, as outlined in **Subsection B.3.c.(1)-(7) below**, within six months of their promotion. The only exception to this provision is when the Parole Supervisor is promoted from a Parole Agent position and performed similar job tasks and duties as the subordinates they now supervise. Examples of this exception are:
    - (1) a Parole Agent working in a district office conducting field reentrant supervision is promoted to a Parole Supervisor within the same or another district office supervising a reentrant supervision unit; or
    - (2) an Institutional Parole Agent is promoted to Parole Supervisor assigned to supervise an institutional unit.
  - c. Training for newly appointed Parole Supervisors is administered by the District Director or Deputy District Director, as appropriate. The following must be considered in developing a program for the new employee:
    - (1) teaming up with an experienced supervisor;
    - (2) exposure to State Correctional Institutions (SCIs) for Field Supervisors or exposure to field supervision operations for Institutional Parole Supervisors;
    - (3) meeting local and county court officials;
    - (4) review of supervisory controls and paperwork unique to the position;
    - (5) discussions with a Hearing Examiner to become familiar with areas of concern in due process hearings;
    - (6) review of procedures on state vehicles; and
    - (7) familiarization with the following as appropriate to the position:
      - (a) related personnel rules;
      - (b) Pennsylvania Crimes Code;

- (c) Leave and Holiday Programs Manual – Office of Administration (**M530.7, Absence Program**);
- (d) applicable union contracts;
- (e) relevant management theory texts;
- (f) relevant directives/memos; and
- (g) Prisons and Parole Code.

### **C. Professional Development<sup>6</sup>**

1. The Department will provide staff with professional development training opportunities through the Professional Development Program (formerly called the Management Development Program).
2. Managers are expected to support employees' professional development in topics and skills relevant to their respective career path.
3. The Department will provide leadership development that provides emerging managers and leaders throughout the Department with leadership, management, technical, and organizational skills.
4. Department managers are expected to seek opportunities for professional development in topics and skills relevant to their respective management duties. In addition to Department sponsored training, training resources may include:
  - a. training offered by OA;
  - b. other commonwealth agencies;
  - c. National Institute of Corrections;
  - d. professional organizations such as the American Management Association (AMA), American Correctional Association (ACA), American Jail Association (AJA), American Probation and Parole Association (APPA), etc.; and
  - e. continuing education courses.
5. Professional Associations
  - a. The Department can assist employee development by promoting and supporting cooperative relationships with professional organizations and encouraging employees to attend professional meetings, conferences, seminars, and workshops, at their own

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<sup>6</sup> 5-ACI-1D-07, 4-ACRS-7B-13, 4-APPFS-3A-21

expense, with administrative leave being granted for this purpose when state funds are not available.

- b. Attendance at selected annual conferences, conventions, and professional association meetings, and other allied professional organizations, is expected to benefit the Department but may not involve instruction or training. All requests to attend these events will meet the standards and procedures set forth in **Subsection D. below** and **Management Directive 535.3, Out-Service Training**. Approval for selected managers to attend at state expense is approved at the Central Office level.

## 6. Organization Memberships

- a. The Department may assist employees with payment of their membership fees with state funds for national and state professional organizations. The Office of Administration maintains a current list of approved organizations in accordance with **Management Directive 205.15, Membership in Associations, Organizations, or Societies**.
- b. Employees who desire to join approved professional organizations directly related to their work assignments at state expense should submit a written request to their local approving authority. The request should state the reasons for wanting to join and the specific benefits of the membership.
- c. Local approving authorities should evaluate each request on an individual and a group basis and consider the following factors:
  - (1) membership cost, since these fees are a budgetary item;
  - (2) whether an agency group membership would be more appropriate than an individual membership with regards to benefits derived;
  - (3) the possibility of an employee attending specialized training programs and conferences sponsored by the organization; and
  - (4) how membership specifically adds to the professional growth of the employee.
- d. Employees who wish to join a professional organization that is not on the approved list should submit a written request through their local approving authority to the Director of Talent Development, Office of Administration, requesting that the organization be placed on the approved list.

## 7. Continuing Education

- a. The Department is authorized to approve academic credit courses that provide theoretical and technological updates in subject areas that cannot effectively be provided in on-the-job situations or short-term conferences or seminars.

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- b. Attendance and approval are subject to the standards and procedures set forth in **Subsection D. below** and **Management Directive 535.3**.

8. National Incident Management System (NIMS) Training

- a. The following Federal Emergency Management Agency (FEMA) courses are required training for the Secretary, Deputy Secretaries, Facility Managers, Bureau of Community Corrections (BCC) Regional Directors, Field Regional and District Directors, Deputy Superintendents, Majors, Captains, and Lieutenants:

- (1) ICS-100, Introduction to Incident Command System (ICS) (web-based training);
- (2) ICS-200, ICS for Single Resources and Initial Accident Incidents (web-based training);
- (3) ICS-300, Intermediate ICS for Expanding Incidences (instructor-led training);
- (4) ICS-400, Advanced ICS (instructor-led training);
- (5) IS-700, National Incident Management System, an Introduction (web-based training); and
- (6) IS-800, National Response Framework an Introduction (web-based training).

- b. Additionally, the following courses will be completed by the target groups listed below for each course.

- (1) IS-703, NIMS Resource Management (web-based training)

Target Group: Deputy Secretary of Field Services, Deputy Superintendents, Business Managers, Majors, Purchasing Agents, Corrections Facility Maintenance Managers, Critical Incident Managers, Incident Management Team members (state and regional task force), and other staff at the discretion of the Facility Manager.

- (2) IS-706, NIMS Intrastate Mutual Aid – an Introduction (web-based training)

Target Group: Deputy Secretary of Field Services, Critical Incident Managers, Incident Management Team members (state and regional task force), and other staff at the discretion of the Facility Manager.

9. Courses that are web-based are accessible through the FEMA website at:  
<https://www.fema.gov>.

10. All new personnel who are either promoted or placed into these positions will be required to complete these courses within six months of promotion or placement.

**D. Out-Service Training<sup>7</sup>**

1. Out-service employee training and development is a joint venture between the Department and its employees. The overall objective is to improve Department operations and to help achieve goals of the organization through optimum use of employees.
2. The Department accepts responsibility for training related to the development and enhancement of knowledge, skills, and abilities in employees' job duties. Attendance at conferences, conventions, and professional association meetings is expected to benefit the Department but may not involve instruction or training. Such attendance is also subject to the procedures of this section.<sup>8</sup>
3. Employees shall assume full responsibility for any monetary commitments made until their out-service training request has been approved. Additionally, travel should be planned sufficiently in advance to take advantage of rate reductions and other travel economies.
4. Out-service training may be used in situations where management changes job assignments or technology changes such that updated skills and knowledge are required to perform job duties. Out-service training also may be used to prepare an employee for promotions or for transfer into different classifications where the Department anticipates a business necessity for such skills. Approvals will be granted on a case-by-case basis.
5. Before selecting out-service training, internal resources will be used and/or found to be measurably less effective in providing the required skills or knowledge. Out-service training should be planned to accommodate identified needs of employees and integrated with Department-wide programs to meet these needs. Training needs should be planned and documented on the individual's Employee Performance Review whenever possible.
6. Out-service training will not be used to resolve poor employee performance. Employees are expected to possess the requisite skills prescribed for their class specification. Where such required skills or knowledge is lacking, employees are responsible for using personal resources to improve their competencies to the level required in the position.
7. Eligibility
  - a. Out-service training will be granted only to permanent full-time and permanent part-time employees.
  - b. Out-service training will not exceed 20 calendar days per calendar year. For a permanent part-time employee, the 20-day allowance should be administered on a prorated basis. The Training Coordinator will establish a process to track individual employee usage.

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<sup>7</sup> 4-ACRS-7B-13

<sup>8</sup> 5-ACI-1D-22, 4-ACRS-7B-19, 4-APPFS-3A-21

8. Approval Process

a. Employee-Initiated Requests (Non-CIVEA Bargaining Unit Employees)

- (1) Out-service training requests will be submitted in writing to the employee's supervisor for approval. A Department of Corrections (DOC) facility employee will complete an **STD-279, Out-Service Training Authorization (Attachment 3-A)** and a DOC parole field employee will complete a **DC-P 342, Out-Service Training Request (Attachment 3-B)**, whenever the course or registration fee is \$100 or more. Course and registration fees less than \$100 will be submitted using the Agency Purchase Request (APR). All written requests will include a justification statement, travel and training costs, and leave requested.
- (2) The employee's supervisor and/or department head will either approve or disapprove the request. If disapproved, the request will be returned to the employee with a reason for disapproval. If approved, the supervisor will forward the request to the Training Coordinator with a comprehensive justification of relevance to the employee's developmental needs and ways in which the out-service training will benefit the Department.
- (3) The Training Coordinator or Field Training Agent will review the request and recommend approval or disapproval to the Facility Manager or Regional Director based on course content, job relevance, eligibility, and other training available.
- (4) The Business Manager will recommend approval or disapproval to the Facility Manager or Regional Director based on budgetary concerns.
- (5) Facility Managers, Regional Directors, and Bureau Directors are authorized to approve out-service training requests of \$2,000 or less (including travel expenses) per event. The requests will be approved and processed locally.
- (6) Facility Managers, Regional Directors, and Bureau Directors may also approve all requests that are governed by a collective bargaining agreement, memorandum of understanding (MOU), or arbitration award.
- (7) Out-service training requests exceeding \$2,000 (including travel expenses) will be submitted to the Director, Bureau of Training and Staff Development on the **STD-279** (facility staff)/**DC-P 342** (field staff) and accompanied by a justification of relevance to the employee's training needs and the resulting benefit to the Department. The Director, Bureau of Training and Staff Development, will review the requests for approval or disapproval.
- (8) Requests that are disapproved will be returned to the Facility Manager, Regional Director, or Bureau Director with the reason for disapproval.



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- (9) Approved requests that are \$3,000 or more (excluding travel expenses) will be forwarded to the Department's comptroller for review of fiscal responsibility and budgetary appropriateness, availability of funds, and subsequent payment.
  - (10) Approved requests costing less than \$3,000 (excluding travel expenses) will be returned to the facility/bureau for payment by using the Commonwealth Purchasing Card or the advancement account (up to \$1,500).
  - (11) A copy of all approved requests will be returned to the Training Coordinator for audit purposes.
  - (12) Upon completion of the training event, the employee will complete an **Out-Service Training Evaluation Form (Attachment 3-C)** and submit the form to the Training Coordinator. The Training Coordinator will review the completed form to determine the usefulness of the event and attach it to the **STD-279** (facility staff)/**DC-P 342** (field staff) or APR.<sup>9</sup>
- b. Employee-Initiated Requests (CIVEA Bargaining Unit Employees)
- (1) Employees will complete all out-service training forms in conjunction with Article 25 of the CIVEA Contract.
  - (2) The School Principal or supervisor will either approve or disapprove the request. If disapproved, the request will be returned to the employee with a reason for disapproval. If approved, the employee will then submit the request to the Division of Correction Education (DCE) for review. Staff will receive notification when out-service training forms arrive at the DCE through email.
  - (3) This request will be submitted in sufficient time to arrive at the DCE at least 30 working days in advance of the course (no later than the close of business on the 30<sup>th</sup> working day).
  - (4) The DCE will determine if the course is educationally appropriate.
  - (5) The Training Coordinator or Field Training Agent will maintain a copy of any approved requests for post-audit purposes.
  - (6) Reimbursement will occur at the DCE level. Reimbursement is for tuition at the State System of Higher Education rate. Requests for mileage, lodging, and subsistence should not be approved.
  - (7) Upon successful completion of the course, the employee must submit a letter requesting reimbursement to the DCE. The following documentation must be attached to the letter:

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<sup>9</sup> 5-ACI-1D-22, 4-ACRS-7B-19, 4-APPFS-3A-21

- (a) a copy of the approved out-service training request;
  - (b) a receipt verifying the tuition was paid by the employee;
  - (c) a document verifying the course was completed with a grade of C or better;  
and
  - (d) a copy of the college or university tuition statement.
- (8) An employee will not assume the training is approved until they have an approved request.
- (9) Upon completion of the training event, the employee will complete an **Out-Service Training Evaluation** and submit it to the Training Coordinator or Field Training Agent. The Training Coordinator or Field Training Agent will review the completed form to determine the usefulness of the event and attach it to the **STD-279** (facility staff)/**DC-P 342** (field staff), or APR.
- (10) CIVEA bargaining unit employees requesting leave in conjunction with taking a college course for credit should use professional/business education leave (self-initiated) prior to requesting leave under **Management Directive 535.3**.

**NOTE:** Facility Managers are encouraged to allow employees to use professional/business education leave (self-initiated) in ¼ hour increments to leave work early to attend college courses that are required for establishing or maintaining certification.

- (11) Requests for leave under **Management Directive 535.3** (up to 20 days per year) should be granted if the employee can provide verification that the course is required for establishing and maintaining certification, and is offered at no other time during the current year.

c. Management-Initiated Requests

- (1) Either an employee or supervisor may complete the paperwork for out-service training directed by management.
- (2) Training will be planned in concert with the employee's performance evaluation, the application of such training to Department goals, and evaluation of cost-effectiveness.
- (3) Management-initiated requests will follow these steps:
  - (a) out-service training requests exceeding \$3,000 (excluding travel expenses) will be submitted to the Director, Bureau of Training and Staff Development on the **STD-279** (facility staff)/**DC-P 342** (field staff) and accompanied by a justification of relevance to the employee's training needs and the resulting

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benefit to the Department. The Director, Bureau of Training and Staff Development will review the requests for approval or disapproval;

- (b) requests that are disapproved will be returned to the Facility Manager, Regional Director, or Bureau Director with the reason for disapproval;
  - (c) approved requests that are \$3,000 or more (excluding travel expenses) will be forwarded to the Department's comptroller for review of fiscal responsibility and budgetary appropriateness, availability of funds, and subsequent payment;
  - (d) approved requests costing less than \$3,000 (excluding travel expenses) will be returned to the facility/bureau for payment by using the Commonwealth Purchasing Card or the advancement account (up to \$1,500); and
  - (e) Central Office will approve and process requests to attend agency-wide conferences and conventions such as the American Correctional Association, CAMA-PA, PA Wardens Association, American Management Association, etc.
- d. Requests for the following events must be forwarded to the Director, Bureau of Training and Staff Development for agency approval. These requests also will be forwarded to the Office of Administration for approval after agency review:
- (1) more than one person is requesting attendance and the total cost for all participants is \$2,000 or more;
  - (2) full-time out-service training regardless of cost or funding source;
  - (3) out-service training requests for which academic and non-academic credits are earned regardless of cost or funding source. **NOTE:** Requests for academic and non-academic courses that are provided as a result of a collective bargaining agreement, MOU, or arbitration award are exempt from this prior approval requirement; and
  - (4) training/travel requests that require travel out of the contiguous United States (Alaska or Hawaii) by any employee, excluding agency heads.
- e. Academic Credit Courses
- (1) The Department may approve academic credit courses that provide theoretical and technological updates in subject areas that cannot effectively be provided in on-the-job situations or short-term seminars and conferences.<sup>10</sup>

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<sup>10</sup> 5-ACI-1D-22, 4-ACRS-7B-19, 4-APPFS-3A-21

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- (2) The employee will provide evidence of satisfactory completion of academic courses before being reimbursed. Standard criteria for undergraduate academic courses is a final grade of "C" or above; and for graduate academic courses is a final grade of "B" or above. A copy of the official grade notification form or transcript must be submitted for reimbursement.
- (3) Reimbursement for educational expenses will not be made to employees who do not successfully complete an academic course, who terminate employment before completing a course, or who receive reimbursement from other sources for the training.

f. Non-Academic Courses

- (1) The Department may approve non-academic courses such as correspondence, accreditation programs, examinations, etc.
- (2) Employees will provide evidence of satisfactory completion of non-academic courses. A copy of certification or attendance must be submitted for reimbursement.
- (3) Reimbursement for educational expenses will not be made to employees who do not successfully complete a non-academic course, who terminate employment before completing a course, or who receive reimbursement from other sources for the training.

g. Leave

- (1) Employees are expected to schedule employee-initiated out-service training, such as academic courses, during non-work hours.
- (2) When out-service training is management initiated, and the course or travel time occurs during the normally scheduled work period, such training will be considered a work assignment and no leave will be charged.
- (3) Employees on any type of out-service training paid by the Department will be subject to the same work rules and standards of conduct and attendance as if the employee were present at the work site.
- (4) When employee-initiated out-service training that is part-time and approved for payment by the Department occurs during an employee's regular work hours, educational leave should be granted. If the 20-day maximum has been reached, annual, personal, or leave without pay, as requested by the employee, may be approved.
- (5) The Facility Manager, Regional Director, or Bureau Director may approve educational leave if part-time out-service training is not approved for payment by the Department but is job related. In such cases, the approving authority must

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determine that approval of the educational leave is in the best interest of the Department.

- h. Regional Corrections Rifle Specialist Teams (CRST), Hostage Rescue Teams (HRT), and Hostage Negotiations Teams (HNT)

- (1) Regional Special Team Coordinators

Regional Special Team Coordinators who receive a request to attend out-service Training will submit an **STD-279** through the Special Teams Coordinator for final approval by the Deputy of Security.

- (2) Regional CRST and HRT

- (a) A regional CRST and HRT member who initiates a request to attend out-service training relating to CRST and HRT will submit an **STD-279** (facility staff). When the request reaches the Training Coordinator, he/she will forward it to the Bureau of Facility Security and Special Operations (BFSSO) Special Teams Coordinator. The Special Teams Coordinator will either approve or disapprove the request in terms of the training content, and return it to the Training Coordinator. The Training Coordinator will return disapproved requests to the CRST or HRT member and will process approved requests.
- (b) Out-service requests initiated by the BFSSO for CRST and HRT members will be forwarded to the Facility Manager for approval and processing.
- (c) A regional CRST and HRT member shall evaluate all out-service training and provide a completed **Out-Service Training Evaluation Form** to the BFSSO Special Teams Coordinator within five days of return. Copies of any course announcements, training schedules, outlines, handouts, etc., shall be attached to the evaluation form. The member shall evaluate such training as to its content and applicability to the Department's special teams program and categorize it according to the following:
  - i. recommend for all team members or some team members (specify which and why);
  - ii. of limited application, nice to know, general team interest only; and/or
  - iii. of little or no value to team members.
- (d) The Special Teams Coordinator shall review the submitted evaluation and, if appropriate, may require the member to meet for further discussion. Upon completion of the review, the Special Teams Coordinator will forward the evaluation to the team member's facility Training Coordinator.

- (e) Any regional CRST or HRT member who receives information about training which may be of interest to other team members, or attends such training without Department sponsorship, is encouraged to submit an evaluation so the information may be shared. The Special Teams Coordinator shall provide this information, with an appropriate endorsement, to the Deputy of Security, for possible inclusion in the Department's training program.
- (3) Hostage Negotiation Teams
- (a) Regional HNT
    - i. A regional HNT member who initiates a request to attend out-service training relating to HNT will submit an **STD-279**. When the request reaches the Training Coordinator, who will forward it to the BFSSO Hostage Negotiation Coordinator, the Hostage Negotiation Coordinator will either approve or disapprove the request in terms of the training content, and return it to the Training Coordinator. The Training Coordinator will return disapproved requests to the HNT member for processing.
    - ii. BFSSO-initiated requests for HNT members to attend out-service training will be forwarded to the Facility Manager for approval and processing.
    - iii. Regional HNT members shall evaluate all out-service training and provide a completed **Out-Service Training Evaluation Form** to the BFSSO Hostage Negotiation Coordinator within five days of return. Copies of any course announcements, training schedules, outlines, handouts, etc., shall be attached to the evaluation form. The member shall evaluate such training as to its content and applicability to the Department's special teams program and categorize it according to the following:
      - aa. recommend for all team members or some team members (specify which and why);
      - bb. of limited application, nice to know, general team interest only; and/or
      - cc. of little or no value to team members.
    - iv. The Hostage Negotiation Coordinator shall review the submitted evaluation and, if appropriate, may require the member to meet for further discussion. Upon completion of the review, the Hostage Negotiation Coordinator will forward the evaluation to the team member's facility Training Coordinator, who will process it.

(b) Facility HNT

Out-service training for facility Hostage Negotiation Team members shall be in accordance with **Subsection D.8.h.(3) above**.

i. Required Reports and Post-Audit Process

- (1) The Bureau of Training and Staff Development will maintain documentation and provide a yearly summary of out-service training usage within the Department in accordance with **Management Directive 535.3**.
- (2) All out-service training will be included in the employee's training record and retained for training audit purposes.
- (3) Training Coordinators will maintain a file for copies of all approved out-service training requests approved during a fiscal year. The file will be maintained for a period of three years and will be made available during audits.
- (4) Completed out-service training will be recorded on the Quarterly Training Reports as stated in **Section 5** of this procedures manual.

## Section 4 – First Year Training Requirements

### A. General Procedures

1. Each new full-time employee must successfully complete orientation and Basic Training to maintain employment.<sup>1</sup>
2. **Listed below are the minimum required orientation, Basic Training, and In-Service Training hours that are** based on the employee's training category.<sup>2</sup>

TITLE	ORIENTATION	BASIC	OJT	IN-SERVICE
Non-Contact	40	16	0	16 first year and each year thereafter
Management	40	40	0	40 first year and each year thereafter
Contact	40	40	0	
H-1 Non-Corrections Officers	40	40	0	
H-1 Corrections Officers	40	120	2080	
Institutional and Field Agents	80	300	2080	

### B. Orientation<sup>3</sup>

1. All employees should complete their orientation prior to attending Basic Training or immediately upon returning to their duty stations.
2. **The Training Coordinator (for facility staff and institutional agents) or Supervisor (for field agents and central office staff)**, shall develop a procedure to conduct and verify completion of the orientation. The orientation shall be documented and shall contain, at a minimum, the topics listed on the **New Employee Orientation Checklist – Facility and Community Corrections Employees/Institutional Agents (Attachment 4-A)**, **New Employee Orientation Checklist – Central Office Employees (Attachment 4-B)**, or **New Employee Orientation Checklist – Field Agents (Attachment 4-C)**.
3. Facilities, bureaus, Community Corrections Center (CCC) Regions, **and field supervisors** are authorized to add to the items listed on the **New Employee Orientation Checklists**.

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<sup>1</sup> 5-ACI-3C-04

<sup>2</sup> 5-ACI-1D-11, 5-ACI-1D-12, 5-ACI-1D-13, 5-ACI-1D-14, 5-ACI-1D-15, 5-ACI-1D-16, 4-ACRS-7B-15, 4-ACRS-7B-16, 4-ACRS-7B-17, 4-ACRS-7B-17-1, 4-APPFS-3A-15, 4-APPFS-3A-16, 4-APPFS-3A-17, 2-CI-6C-07, 2-CI-7-1

<sup>3</sup> 5-ACI-1C-16, 5-ACI-1C-23



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4. **The orientation should include** a tour of the **work site** and on-site visit to each department and functional area. The department head or person in charge of each functional area shall develop a topical outline of the information to be covered during the visit or observation.
5. The employee and the orientation coordinator/designee, or Training Coordinator **(facility) or Supervisor (field)** shall sign and date the checklist. The original checklist shall be maintained in the Official Personnel Record and a copy shall be placed in the employee's permanent training file.<sup>4</sup>
6. **Each field employee shall receive orientation on the employee's first day. The orientation shall cover, at a minimum, each topic listed on the appropriate New Employee Orientation Checklist (either Attachment 4-A, B, or C). The employee is expected to complete all the requirements within the first 15 working days. Orientation should include processing the employee's identification card and administering the oath of office, where applicable.**
7. Each non-regular status employee (except full time limited-term wage H-1 bargaining unit members) shall receive an orientation within the first month of the employee's date of hire. This orientation shall include, but not be limited to, the Department's mission and value statements, facility purpose, goals, policies and procedures, professionalism and ethics for correctional staff, sexual harassment, diversity, security (inmate accountability, tool/key/radio control), Code of Ethics, emergency preparedness, fire/safety, drug and alcohol program, working with inmates, and the new employee's job duties and responsibilities.<sup>5</sup>
8. Full-time limited-term wage H-1 bargaining unit members shall receive an orientation within the first month of the employee's date of hire. This orientation shall consist of each topic, a tour of the facility, and an on-site visit of each department and functional area within the facility listed on the appropriate **New Employee Orientation Checklist (either Attachment 4-A, B, or C).**
9. Each full-time and part-time contracted medical staff shall receive an orientation within the first month of the employee's date of hire. The orientation shall cover, at a minimum, each topic listed on the appropriate **New Employee Orientation Checklist (either Attachment 4-A, B, or C).**
10. Each contracted nursing staff member shall receive, in addition to the **New Employee Orientation Checklist**, the **Security Orientation Packet for Contract Nurses**, as outlined in Department policy 13.1.1, "**Management and Administration of Health Care,**" **Section 2.**

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<sup>4</sup> 5-ACI-1D-10, 4-ACRS-7B-14, 4-APPFS-3A-05, 2-CI-6C-6, 1-CTA-3A-09

<sup>5</sup> 5-ACI-1D-10, 5-ACI-1D-17, 4-ACRS-7B-18

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11. Each regular and non-regular volunteer shall receive an orientation in accordance with Department policy **1.1.6, “Volunteers in the Department”** prior to any program involvement.
12. A new CIVEA bargaining unit employee and/or school principal, who is not assigned to a facility designated for school-age youth, is required to attend a Division of Correction Education orientation course within the first year of hire. The course shall include, at a minimum, training on procedures manuals, a review of teaching techniques in a correctional setting, and security procedures. Course credit may be applied towards Act 48 training as stated in **Section 2** of this procedures manual.

**C. Basic Training**

1. **Corrections Officer Trainees (COTs)** shall complete Basic Training within the first **ten** weeks of employment. A request for an exception must be approved by the Regional Deputy Secretary (RDS) and shall not exceed six months from the employee's date of hire.

**NOTE: Ideally, COTs** shall complete orientation and shift observation prior to attending Basic Training. **However, dependent upon date of hire and operational needs, shift observation and/or post development may occur prior to or after completion of Basic Training.**

2. Full-time non-Corrections Officer employees shall attend the first available session of the Basic Training course for their job classification with a time limit of 90 days from date of hire for completion. A request for an exception must be approved by the RDS **or Deputy Secretary** and shall not exceed six months from the employee's date of hire.
3. Full-time limited-term wage H-1 bargaining unit members shall attend the Basic Training course. The course must be successfully completed prior to the employee being issued any “security” keys, “restricted” keys, and “emergency” keys (as defined in Department policy **6.3.1, “Facility Security”**), or independently supervising any inmate.
4. New CCC Monitors shall attend the first available session of the Basic Training course with a time limit of 90 days from date of hire for completion. A request for an exception must be approved by the Deputy Secretary **of Reentry**/designee and shall not exceed six months from the employee's date of hire.
5. **New Institutional and Field Agents shall attend the first available session of the Basic Training course with a time limit of 90 days from date of hire for completion. A request for an exception must be approved by the Regional Director and shall not exceed six months from the employee's date of hire.**
6. Regional Assessment and/or Support Team members contracted by the Department of Education, but working in a Department facility, shall attend the Basic Training course for non-contact employees.

7. Basic Training **participants** must successfully meet all of the academic standards for their job classification as stated in **the conditions of employment which were provided to them during their hiring process**. The **Bureau of Training and Staff Development** shall issue a **dismissal from basic training letter to a participant** who fails to meet the academic standards, or is found to be in violation of the Department's Code of Ethics. **The employee shall be directed to contact their facility's Human Resource office (for facility staff) or Supervisor (for field staff or Central Office) for reporting instructions.**
8. A Department employee who previously completed Basic Training, **but has been on long-term absence (e.g., business agents, extended military leave, extended medical leave)** may need to complete additional training. The guidelines listed below shall apply.
  - a. An employee **with an absence of two** years or longer must complete the entire Basic Training course, as prescribed by the class code listing, regardless of previous training.
  - b. An employee **with an absence of** less than **two** years may be waived from retaking **Basic Training**. The **corresponding Regional Deputy Secretary (for facility employees), Deputy Secretary Office of Field Services (for field parole employees), or Deputy Secretary Office of reentry (for institutional parole employees and community corrections employees), with input from Human Resources and The Bureau of Training and Staff Development**, shall decide whether the employee attends **Basic Training**. If the decision is made to not send the employee through the course:
    - (1) the decision shall be documented and **filed in the employee's personnel file and recorded in their permanent training record**;
    - (2) the documentation shall include the date the original Basic Training course was completed, a copy of the individual's graduation certificate, and a copy of the course schedule.
9. **Participants dismissed** from Basic Training for failing to meet the academic standards may again pursue employment with the Department and may be considered for reinstatement into an existing vacancy if they meet all hiring requirements.
10. The following guidelines have been established for reinstatement:
  - a. the candidate's name is **referred by the Office of Administration (OA)**;
  - b. at least one month has elapsed since the termination date, and

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- c. re-employment must be justified in writing to the **DOC Office** of Human Resources. The **Office of Human Resources** must approve reemployment prior to a rehire commitment.
11. Each reinstated individual must successfully complete (or have completed) the Basic Training standards established for the job classification being filled (refer to the Department's class code listing published by **human resources**). Guidelines for determining training needs are outlined below.
- a. If more than one year has elapsed since the termination date, the employee must attend the entire Basic Training course, as prescribed by the class code listing, regardless of previous training.
  - b. If the individual is reinstated into the same job classification within one year of **the** termination date, the person must attend the portion of Basic Training that was failed or missed. For example, if the employee failed an end-of-week examination, **they** must attend and successfully complete that particular week of instruction and any additional training not previously completed.
  - c. If the individual is reinstated into a different job classification within one year of the termination date, additional training may be required (refer to the class code listing). For example, an individual whose original training category was listed as "non-contact" but is reinstated as a "contact" employee would need to successfully complete the failed portion of Basic Training plus additional training that is required for each "contact" employee.
12. A former Department employee who previously completed Basic Training, left the Department for a period of time, and has applied for reinstatement, may need to complete additional training. The guidelines listed below shall apply.
- a. A former employee hired who has been out of the Department for **two** years or longer from the new hiring date must complete the entire Basic Training course, as prescribed by the class code listing, regardless of previous training.
  - b. A former employee hired who has been out of the Department for less than **two** years of the new hiring date may be waived from retaking the course. The Facility Manager, Bureau Director, Community Corrections Regional Director, **or Regional Parole Director** shall decide whether to have the employee attend. If the decision is made to not send the employee through the course, the following shall be accomplished:
    - (1) the decision shall be documented;
    - (2) the documentation shall include the date the original Basic Training course was completed, a copy of the individual's graduation certificate, and a copy of the course schedule; and

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- (3) the documentation shall be filed in the employee's personnel file and recorded in their permanent training record.
- 13. A county nomination to attend Basic Training shall be processed by the **Bureau of Training and Staff Development** as stated in **Section 8** of this procedures manual. A county nominee shall be placed into a Basic Training course, according to their job classification, no later than six months of receipt of the nomination. The below listed guidelines shall apply for a county employee who fails to successfully complete the course.
  - a. Academic Failure: The county warden's office shall be notified of the employee's failure to meet the academic standards. The county shall be asked to choose from the following two options:
    - (1) the county may elect to have the employee remain in the course, but the individual shall not receive a certificate of graduation; or
    - (2) the county may elect to have the employee immediately returned to **their** duty station.
  - b. Reason other than Academic: A county employee terminated from the course for any other reason shall be immediately dismissed from the Academy **and the county warden's office shall be notified.**
- 14. A county employee who previously completed the Department's Basic Training course and has applied for Department employment, may need to complete additional training. The below listed guidelines shall apply.
  - a. Graduated beyond **two** years: A former county employee who has not completed the Department's Basic Training course or a Basic Training course certified by the Department within **two** years of the new hire date must complete the entire course, as prescribed by the class code listing, regardless of previous training.
  - b. Graduated within **two** years: A former county employee who has completed the Department's Basic Training less than **two** years from the new hiring date may be waived from retaking the course. The Facility Manager, Bureau Director, Community Corrections Regional Director, **or Regional Parole Director shall** decide whether to have the employee attend. If the decision is made to not send the employee through the course, the following shall be accomplished:
    - (1) the decision must be documented;
    - (2) the documentation shall include the date the original Basic Training course was completed, a copy of the individual's graduation certificate, and a copy of the course schedule; and

- (3) the documentation shall be filed in the employee's personnel file and recorded in their permanent training record.
- 15. A Department employee who is either promoted or reclassified into a new job classification may need to complete additional Basic Training. For example, an employee initially classified as "non-contact" but promoted or reclassified into a "contact" position must attend the additional Basic Training required for a "contact" employee. The below listed guidelines shall apply.
  - a. An employee affected by this requirement shall be advised that they must complete the additional Basic Training class(es) in order to continue in their probationary period. Successful completion of the probationary period shall include successful completion of the applicable Basic Training class(es).
  - b. The Training Coordinator shall schedule the employee in the first available Basic Training class, as required by their new job classification, and coordinate with the **Bureau of Training and Staff Development** on the additional training needed.
  - c. The **Bureau of Training and Staff Development** shall immediately notify the employee's duty station if the employee fails the additional Basic Training.

#### **D. First-Year Plans**

##### **1. Corrections Officer Trainees (COTs)**

- a. The Training Coordinator **or Training Lieutenant shall** provide an individual training plan to **each COT** on the first day of hire.
- b. The length of the training plan shall cover the length of the employee's initial training program (Pre-Service and **On-the-Job Training [OJT]**). Each individual plan **shall** be a specific training schedule in accordance with local and Department-level training requirements.
- c. An individual training plan for a COT shall be completed as shown in the **Verification of Corrections Officer Trainee Work Training Plan (Attachment 4-D)**.<sup>6</sup>
- d. The Training Coordinator **shall** prepare and submit the individual training plan to the Human Resource Office no later than 15 workdays after appointment of the trainee. The individual training plan must be maintained by the **Training Coordinator** for audit purposes.
- e. **The Training Lieutenant shall ensure that the Training Sergeant implements the individual training plan.**

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<sup>6</sup> 5-ACI-1D-12, 5-ACI-3C-04

- f. The First-Year Trainee Plan and OJT record shall be maintained in the **COT's** permanent training file and retained for two years following the **COT's** training completion date in accordance with **Section 5** of this procedures manual.

**2. Parole Agent Trainees**

- a. ***The Supervisor shall provide each new Agent trainee with a work training plan.***
- b. ***Parole Agent Trainee on-the-job training (OJT) shall begin immediately after appointment and be administered by the Supervisor in conjunction with the Field Training Agent (FTA).***

**E. On-the-Job Training (OJT) - Corrections Officer Trainees (COTs)**

- 1. The formal OJT Program for a COT should be given special attention because it affords the trainee job experience, provides the Training Lieutenant and Training Sergeant an opportunity to influence the trainee's behavior and attitude, and provides the Shift Commander an opportunity to evaluate the trainee's probationary status.
- 2. Each correctional facility shall select a Training Lieutenant to monitor and coordinate every aspect of the **OJT Program. The complement size is driven by Department policy 6.3.1, Section 15.**
- 3. A correctional facility should consider the following when developing an acceptable OJT Program:
  - a. shift assignment based on training objectives;
  - b. post assignment based on the trainee being supported by an experienced officer;
  - c. periodic observation by the Training Lieutenant and daily contact by a Training Sergeant;
  - d. documented control of the completion of training objectives and duties performed by the trainee; and
  - e. a system to evaluate trainee performance.
- 4. Each correctional facility shall:
  - a. review each custody post assignment to determine into which COT training phase the custody post assignment shall be placed;
  - b. develop training objectives, ***in addition to the standard, department-wide objectives***, which include both academic and performance objectives. These objectives shall ensure coverage of every required duty. The objectives should also be based on the established "Post Order";

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- c. **administer** an end-of-phase test (excluding Phase 1) to measure the trainee's comprehension of the materials covered during each training phase;
  - d. ensure that each **trainee** receives instruction on every custody post. A COT must be assigned to every post that would be operational while the facility is under a state of emergency (except an outside hospital detail); and
  - e. although the ultimate responsibility for the success of any facility program rests with the Facility Manager, the success of the OJT Program requires the cooperation of every staff member associated with it.
5. The Deputy Superintendent for Facilities Management (DSFM) shall:
- a. be administratively responsible to ensure that the procedures set forth in this section are followed;
  - b. monitor and evaluate the Training Lieutenant's performance, or designate appropriate staff responsible for this duty; and
  - c. review each **COT's end of phase (excluding Phase 1)** and end-of-probationary period performance evaluation or delegate their function to an appropriate staff member (Major, Shift Commander, etc.).
6. The Training Lieutenant shall:
- a. review each training booklet **a minimum of once every two weeks and** present written and oral feedback to the **COT** and the Training Sergeants when necessary;
  - b. provide reinforcement of the OJT Program through ongoing monitoring and evaluation of each Training Sergeant's performance;
  - c. supervise each Training Sergeant's work performance. Ensure that every individual designated as a Training Sergeant completes **40 hours of Training for Staff Trainers** within six months of placement;
  - d. make on-site visits to observe the **COTs** and Training Sergeant's work performance, and encourage and support the free exchange of information among training staff and the **COT**. Record every observation in the **COT's** training booklet;
  - e. **complete the COT's COT End of Phase 2 Evaluation (Attachment 4-E) and COT End of Phase 3 Evaluation (Attachment 4-F). Complete an end-of-probationary period evaluation using the Employee Performance Review (363L) (See MD 540.7) and review the evaluation with the COT;**
  - f. create and maintain a secure "central depository" for every training booklet, **COT** evaluation, **COT** work schedule, curriculum and lesson plans, and any other incidental reports and related documents (see **Section 5** of this procedures manual);



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- g. provide the Training Coordinator with the **COT's** complete training file when the **COT** is promoted to Corrections Officer 1;
  - h. monitor each COT assignment to ensure that the assignment is appropriate for the **COT's** phase level;
  - i. **follow** Department procedures **for documenting** unsatisfactory **COT** performance in anticipation of possible remedial training, disciplinary action, or recommending termination;
  - j. resolve any conflict between a **COT** and other staff as required;
  - k. coordinate the COT's work schedule with the appropriate Shift Commander to ensure that the necessary training and monitoring is provided, and that manpower needs are maintained;
  - l. assist the Training Sergeants in preparing for training duties and assignments;
  - m. instruct new Training Sergeants on how to provide and document training using Department-approved lesson plans;
  - n. administer each end-of-phase test, when possible, or schedule another facility training staff to administer each test;
  - o. annually review the OJT training material to ensure that this information remains current with any change(s) in Department policy;
  - p. assist the Training Coordinator in developing each **COT's** post orientation schedule; and
  - q. **ensure that COTs complete electronic end of phase 2 COT-OJT Program Survey and end of COT-OJT Program Survey within 30 days of successfully completing each Phase.**
7. The Training Coordinator shall:
- a. create and maintain a permanent training record for each **COT**. Place the **COT's** completed OJT training file in the permanent training record upon receipt from the Training Lieutenant;
  - b. review and evaluate the OJT Program and make any necessary recommendation(s) to the Facility Manager and the **Bureau of Training and Staff Development**;
  - c. coordinate enrollment in the Department of Labor and Industry's Apprenticeship program and the Veteran's Administration benefit program, when qualified;

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- d. review each piece of documentation (post objective, lesson plan, etc.) used in the program to ensure it conforms to the Department's format and standards; and
  - e. make on-site visits to observe the **COT's** work performance; encourage and support the free exchange of information among the training staff and the **COT**.
8. The Training Sergeant shall:
- a. provide ongoing instruction, training, and performance assessment;
  - b. complete the "training provided" and "training assessment" sections of the **COT** booklet each day, following the proper format;
  - c. **participate in and successfully** complete **40-hours of Training for Staff Trainers** (TST) within six months of placement to enhance training abilities. A current Training Sergeant who has not attended the TST course shall attend the next available training course;
  - d. participate in training programs to learn new appropriate training techniques;
  - e. inform the proper staff (Training Lieutenant, Shift Commander, Shift Lieutenant, Training Coordinator, etc.) when it is believed that a **COT** should be removed from a post due to the **COT's** inability to perform duties with reasonable safety or competence. Provide detailed documentation to substantiate any such situation;
  - f. inform the Training Lieutenant and the Training Coordinator of any needed remedial training for each COT and recommend the means for, and time when, training should be completed;
  - g. review and evaluate the OJT Program and make any necessary recommendation(s) to the Training Lieutenant and Training Coordinator; and
  - h. maintain continual communication with the Training Lieutenant regarding every aspect of the **COT's** performance and progress for performance evaluation purposes.
9. The COT shall:
- a. pay close attention to all information presented by the training staff;
  - b. pay close attention to every demonstration and instruction of tasks and functions;
  - c. assist each training staff and co-worker in the performance of their duties at the **COT's** assigned post;
  - d. execute each duty faithfully and conscientiously;

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- e. seek assistance from the training staff or chain of command whenever questions or difficulties arise;
- f. strive to improve any identified area of performance deficiency and/or personal weakness;
- g. maintain a positive attitude regarding **self**, job duties, other staff, and inmates;
- h. observe and follow Department policies, procedures, **post orders**, and local procedures; and
- i. participate in all academic instruction and OJT training as mandated by the Department and the facility.

10. COT OJT Training Phases

a. Phase 1: Pre-Service

- (1) The Pre-Service phase (which consists of orientation to the facility, shift observation, post development, and Basic Training) is used to introduce the **COT** to the overall philosophy of the Department and to provide basic skills.

- (2) Phase Length:

- (a) Facility Orientation: 1 week
  - (b) Shift Observation: 1 week
  - (c) Basic Training: 5 weeks
  - (d) Post Development: 1 week

Total: 8 weeks

- (3) ***Facility Orientation: Each COT shall receive a 40-hour orientation to the Department, which consists of a tour of the facility, an on-site visit of every department and functional area within the facility, and all requirements listed on the New Employee Orientation Checklist – Facility and Community Corrections Employees/Institutional Agents (Attachment 4-A).***

- (a) ***During orientation, employees shall be in training status and shall not be used to fill any post or duty position.***
  - (b) ***The Training Coordinator and Training Lieutenant (if applicable), with input from the employee's Supervisor, shall coordinate the new employee's orientation schedules.***

- (4) **Shift Observation:** Each COT shall receive 40-hours of shift observation on every shift, in order to orient COTs to each type of custody post within the facility. If observation on the 10-6 shift is not possible during this 40-hour week, it shall be scheduled during one of the remaining phases and shall be completed and documented before the end of the COT's OJT Program. If a COT observes one type of housing unit post, they would not have to observe additional similar types of housing unit posts on that shift. An example of similar "types" of posts would be two general population housing units constructed with essentially the same operational procedures on the same shift. The following guidelines for shift observation shall be used:
- (a) *the amount of time for each shift shall be determined locally, but the COT must spend time on every shift;*
  - (b) *a schedule shall be developed to ensure exposure to every post during this 40-hour period;*
  - (c) *the time required for each type of post shall be relative to the complexity of the assignment; and*
  - (d) *to maintain consistency for each COT, the 40-hour post orientation schedule must be documented in writing, defining by name the specific type of post each COT must observe. A written record of the completed post orientation shall be retained for each COT. This post orientation schedule shall be reviewed and updated as needed and/or during the annual OJT Program review.*
- (5) **Post Development:** Each COT shall receive 40-hours of post development to familiarize the COT with Phase 2 posts under the guidance of an experienced officer. An example would be post familiarization of housing units, yard and dining hall activities, commissary, and other posts/activities at the discretion of the facility.

b. Phase 2: Multiple Posts

- (1) **Phase 2 allows for COTs to work at** posts that provide the COT with *the* support and assistance of another officer either working the same post or in a close proximity to the COT. Security Level 5 (SL5) Housing Unit, Mental Health Unit (MHU), transportation of inmates, and outside hospital duty **shall not be used as Phase 2 posts.**
- (2) Phase Length:
- (a) First Shift: 4 weeks

(b) Second Shift: 4 weeks

Total: **8 weeks**

(3) End-of-Phase 2 **Requirements**

After a **COT** has completed Phase 2 of the COT-OJT Program the Training **Lieutenant** shall:

- (a) **administer a test that measures the trainees' comprehension of the materials covered during Phase 2;**
- (b) complete **the COT** End of Phase 2 Evaluation (Attachment 4-E)
- (c) **have the COT complete an electronic End of Phase 2 OJT Survey** within 30 days of completing Phase 2 of the OJT Program.

c. Phase 3: Single Posts

- (1) **Phase 3 consists of the COT working any post assignment that enables the COT** to work independently using acquired knowledge and skills.

(2) Phase Length:

(a) First Shift: **6 weeks**

(b) Second Shift: **6 weeks**

Total: **12 weeks**

(3) End-of-Phase 3 Requirements

**After a COT has completed Phase 3 of the COT-OJT Program the Training Lieutenant shall:**

- (a) **administer a test that measures the trainees' comprehension of the materials covered during Phase 3;**
- (b) **complete the COT End of Phase 3 Evaluation (Attachment 4-F)**

d. Phase 4: Restricted Posts

- (1) A restricted post is any post determined to be "high security" in nature or requiring a higher degree of knowledge or experience. This phase must include, **but is not limited to**, the SL5 Housing Unit, MHU, and transportation of inmates and/or outside hospital duty.

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- (2) All Phase 4 COTs must receive inmate transport training and observation prior to becoming CO1s. A Phase 4 COT shall be used on a transport detail (as an additional officer) only for the purpose of training and observing proper transport procedures. However, a COT shall not be used on any transport detail for training purposes outside of a correctional facility unless:
- (a) the **COT** has received security transport training on the procedures to be used;
  - (b) the training is properly documented; and
  - (c) the inmate to be transported has not been determined to be a high-risk inmate (**see 6.3.1, Facility Security Procedures Manual, Section 22-Security Transport of Inmates**).

During emergency conditions only, a Phase 4 COT may be used on a transport detail for **duties** other than training and observing, but the three above listed conditions must be met prior to the **COT** being placed on the detail.

**NOTE:** A COT shall not be used for an outside hospital post duty, even during emergency conditions. **A COT shall** be assigned to an outside hospital post (as an additional officer) for training purposes only.

- (3) Phase Length:
- (a) First Shift: **8 weeks**
  - (b) Second Shift: **8 weeks**
  - Total: **16 weeks**

(4) **End-of-Phase 4 Requirements**

After a **COT** has completed Phase 4 of the COT-OJT Program the Training **Lieutenant shall:**

- (a) **administer a test which measures the trainees' comprehension of the materials covered during Phase 4;**
- (b) **complete an end-of-probationary period evaluation using the Employee Performance Review (363L) and review the evaluation with the COT**
- (c) **have the COT complete** an electronic End of OJT **Survey** within 30 days of completing the OJT Program.

e. **Flexible-Use Weeks**

- (1) ***Eight flexible-use weeks are provided for facilities to split between Phases 1-4 in whatever way best serves the facility's needs.***

***Example: A facility with great need to prepare COTs for working in Level 5 Housing may choose to add the flexible-use weeks in Phase 4.***

***Example: A facility may apply the flexible-use weeks for COTs to work an alternate shift in Phases 2 and 3.***

- (2) ***Facilities must apply all eight flexible-use weeks to one or more of the phases.***
- (3) ***Once a facility decides how to apply the eight flexible-use weeks, it must do so uniformly for all COTs until the facility deems it necessary to make a change.***
- (4) ***Each facility shall provide the Bureau of Training and Staff Development with their individualized plan of where they have attributed the flex weeks within 30 days of approval of this policy and anytime the facility changes that plan.***

f. **Specialized Training**

COTs assigned to **a State Correctional Institution (SCI) which houses female inmates** shall complete the specialized courses **in accordance with Section 2** of this procedures manual prior to the completion of their probationary period. The time shall be subtracted from the training phase that the COT is in when the course is conducted.

11. **COT Training Records**

The following are the minimum required records that must be maintained. Each facility may use additional documents or forms if it assists in the implementation of that facility's program. The training documents (**COT** booklet, orientation form, monthly performance evaluation, phase **tests**, post and shift assignment record, etc.) shall be kept on file in accordance with **Section 5** of this procedures manual.

a. **Orientation**

- (1) A schedule of the facility orientation shall be developed and a copy of this orientation shall be kept for each **COT's** file.
- (2) A post orientation schedule shall be developed. It shall include each post on each of the following shifts: 6-2, 2-10, and 10-6. A copy of this orientation shall be kept in each **COT's** file.

- (3) The orientation shall be updated as needed.

b. Post Objectives

- (1) Training objectives shall be established for each post. The training objectives may be consolidated for similar posts. For example: Similar population cell blocks may have one set of objectives.
- (2) The training objectives shall be reviewed annually and the facility shall maintain a record of this review.
- (3) COTs shall be given a complete set of all training objectives before starting Phase 2 of their training.

c. COT Training Booklet

- (1) The “Phase Format” training booklet shall be used. It contains the applicable phase objectives in the front pages of the booklet.
- (2) Each facility shall maintain an adequate supply of **COT** booklets. These are acquired from **Pennsylvania** Correctional Industries (**PCI**) printing services.
- (3) An entry shall be made in the **COT’s** booklet daily. The booklet must document training for each day the **COT** works.
- (4) Each day’s training shall be listed in the objective format in the “Training Provided” space. For example: “Phase 3 #54. Demonstrate a Frisk/Pat, search,” etc.
- (5) The “Training Sergeant’s Assessment” section must clearly define the **COT’s** comprehension of the day’s training objective(s). For example: “COT Jones was able to complete the objective in its entirety.” “COT Smith was able to complete the objective in part.” “COT Green was unable to complete the objective,” etc. The objective in the front of the phase booklet is only initialed when the **COT** is able to complete the objective “in its entirety.” A comment may be made in the assessment section, but it must be listed as a comment. Leave a space under the assessment section and then write, “Comment.”
- (6) The “Trainee’s Comment” section shall have either a comment by the **COT** or the words, “No comment” followed by the **COT’s** initials.
- (7) The following entries shall be completed: Date, Post, Arrival and Departure Times, Training Sergeant and Trainee Signatures, Training Provided, Training Assessment, Trainee Comments, Training Lieutenant Signature, and Date Reviewed.



d. Performance Evaluations

- (1) **Complete an evaluation for each COT at the end of Phases 2 and 3 using the End of Phase 2 Evaluation Form (Attachment 4-E) and COT End of Phase 3 Evaluation Form (Attachment 4-F). Complete an end-of-probationary period evaluation for each COT at the end of Phase 4 using the Employee Performance Review (363L).** Additional evaluations may be conducted at any time.
- (2) The Training Lieutenant shall review the **End of Phase Evaluations** with each **COT**. During this review, the **Training Lieutenant shall notify the COT** of any performance problems and **develop** a plan of corrective action for the deficiencies.
- (3) The **COT** shall be given copies of **the End of Phase Evaluations and copies** shall be kept in the **COT's** file.
- (4) **Complete an end-of-probationary period evaluation for each COT using the Employee Performance Review (363L) following the performance management process outlined in Management Directive (MD) 540.7. Justify the rating for each factor on the Employee Performance Review (363L) in the comment sections. Provide a summary comment about the COT's overall performance in the "Rater's Comment" section.**

e. Phase Tests

- (1) An end-of-phase **test** shall be conducted after each of the following training phases: Phase 2, Phase 3, and Phase 4.
- (2) The test shall be objective in format with multiple choice, true and false, and fill-in-the-blank type questions. The minimum passing score **shall** be 70%.
- (3) **A COT who fails an end of phase test is** permitted one retest.
- (4) If the **COT** fails the retest, termination procedures **shall be followed** in accordance with the H-1 Collective Bargaining Agreement.
- (5) The **COT's** probationary status shall not be extended beyond the 12-month period unless the extension meets the requirements listed for "absences" in the H-1 Collective Bargaining Agreement.<sup>7</sup>
- (6) The procedure for the end-of-phase **test** and the consequences of failing an end-of-phase **test** must be explained to the **COT** as part of the orientation process.

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<sup>7</sup> 5-ACI-1C-12

- (7) The facility shall maintain documentation to support the decision concerning a **COT's** termination or extension (due to the collective bargaining agreement). **Examples of documentation include, but are not limited to:** a copy of any evaluation where the **COT** did not meet standards, a copy of the failed test and retest, any notation of dates where the **COT** booklet has documented substandard performance and ratings, every **COT** booklet, and any other documentation that influenced the termination or extension.

f. Shift and Post Assignments

- (1) Each **COT** must be rotated from shift to shift.
- (2) Each **COT** must be trained on all posts that would be operational when the facility is under a state of emergency. It is recommended that the **COT** be assigned to all posts, except outside hospital details. If it is not possible to assign the **COT** to a post(s), the **COT** is still to receive instruction on the operation of that post(s).
- (3) A record of the shift rotation and post assignment shall be maintained.

g. Post Training Evaluation

Within 30 days after a **COT** has completed the OJT Program, the Training Coordinator or Training Lieutenant shall have the new CO1 complete an evaluation of the OJT Program.

h. Supervision of an Outside Inmate Work Detail

- (1) Staff responsible for the supervision of an outside inmate work detail must have at least 39 weeks of experience/on-the job training to independently supervise any custody level 2R inmate(s). For a COT, this means they can supervise any inmate(s) outside the facility's secure perimeter during Phase 4 of the OJT Program.
- (2) All staff must receive training related to supervising outside inmate(s) prior to **working outside inmate detail** independently.
- (3) Regardless of classification, when supervising an inmate **with outside clearance program codes** outside the secure perimeter, any staff member, with fewer than 39 weeks of experience must be paired with a staff person who has more than 39 weeks of experience, except:
  - (a) an employee with fewer than 39 weeks of experience, who has completed their orientation and Basic Training, may **be assigned to** independently supervise a custody level 2MC, 2M, or custody level 1 inmate, provided they have received training related to supervising outside inmates; or

- (b) an employee with fewer than 39 weeks of experience, who has completed their orientation and Basic Training, may be assigned to independently supervise any custody level 2R inmate, provided they have received training related to **supervising** an outside inmate.

**F. On-the-Job Training (OJT) – Field Agent Trainee**

**1. Phase 1**

- a. **Phase 1 (which consists of orientation, Basic Training, field observation, and case assignment) lasts for three months.**
- b. **Orientation: each field agent trainee shall receive a two-week orientation to the Department.**
- c. **Basic Training: each field agent trainee shall attend and must successfully complete Basic Training.**
- d. **Field Observation: each field agent trainee shall participate in field observation no more than one month after completing Basic Training. Field observation includes:**
  - (1) **observe and participate in a ride along with a Supervisor, Field Training Agent, or an experienced agent a minimum of one time a month until the completion of Phase 2. Supervisors are to ride along with the field agent trainee once a quarter;**
  - (2) **participate in searches, arrests, and transports;**
  - (3) **complete Phase 1 Modules; and**
  - (4) **complete a module which includes a final presentation to Field Training Agent and Supervisor.**
- e. **Begin Case Assignment**
  - (1) **For a general caseload agent, on the 1st or 15th of the month following Basic Training graduation, the field agent trainee shall be assigned up to 30 minimum/medium cases. This shall not include special population cases (Mental Health, Sex Offender, etc.).**
  - (2) **For a specialized caseload agent, the caseload size shall be established upon agreement of both the FTA and Supervisor.**
- f. **Phase 1 completion criteria includes:**

- (1) successful review of Corrections and Parole Total Online Repository (CAPTOR) entries;**
- (2) review and recommendation from Field Training Agent and Supervisor; and**
- (3) Supervisor's completion of Phase Completion Form.**

## **2. Phase 2**

- a. Phase 2 lasts for two months and shall not go beyond the field agent trainee's six-month mark of OJT.**
- b. During Phase 2, the field agent trainee shall continue working their case assignment.**
- c. The field agent trainee must complete Phase 2 Modules.**
- d. Every month, upon agreement of the FTA and Supervisor, the field agent trainee may receive up to an additional 15 cases, with a maximum of 60 cases during Phase 2. This can include minimum and medium cases, but no special population cases.**
- e. The field agent trainee's Supervisor shall receive monthly reviews from the Field Training Agent.**
- f. Phase 2 completion criteria includes:**
  - (1) the field agent trainee completing and submitting the required OJT Modules;**
  - (2) successful monthly reviews by the Field Training Agent; and**
  - (3) recommendation by the Supervisor and completion of Phase Completion Form.**
  - (4) during this phase, field parole agents will spend three days with an institutional parole unit. The time with the institutional parole unit shall be scheduled so that the trainee will observe all of the following:**
    - (a) Institutional parole agents preparing cases for the monthly docket.**
    - (b) Institutional parole agents meeting with inmates to collect information for a pre-parole interview.**

**3. Phase 3**

- a. **Phase 3 lasts for three months and shall not to go beyond the field agent trainee's 12-month mark of OJT.**
- b. **Phase 3 includes:**
  - (1) **increasing independence and independent work study;**
  - (2) **assignment of a full case load;**
  - (3) **supervisory ride-along with the field agent trainee once a quarter;**
  - (4) **random visits with the FTA or Supervisor to assess the field agent trainee's work;**
  - (5) **ongoing acceptance of new cases via Home Plans;**
  - (6) **supervisory monitoring of case contact summaries and report timeliness;**
  - (7) **successful completion of a final exam; and**
  - (8) **Supervisor's completion of Phase Completion Form.**

**G. On-the-Job Training (OJT) – Institutional Agent Trainee**

**1. Phase 1**

- a. **The Institutional Agent Supervisor is responsible for ensuring that Institutional Agent Trainee completes the OJT Phases.**
- b. **Phase 1 lasts for ten weeks: two weeks in the institution and eight weeks at Basic Training.**
- c. **Orientation: Completed during the first two weeks prior to a new agent attending Basic Training. The intention of this phase is to orient the institutional agent trainee to the facility.**

**2. Phase 2**

**Phase 2 lasts for nine weeks (weeks 11-19 of OJT) and includes the following:**

- a. **Sentencing;**
- b. **Material Required Prior to Pre-Parole Interview;**
- c. **Integrated Case Summary Application (ICSA) Preparation;**

- d. *Interview Types; and*
- e. *Independent Practice.*

**3. Phase 3**

*Phase 3 lasts for two weeks (weeks 20-21 of OJT) and includes the following:*

- a. *Types of Board Actions; and*
- b. *Distribution of Board Actions.*

**4. Phase 4**

*Phase 4 lasts for four weeks (weeks 22-25 of OJT) and includes the following:*

- a. *Release Checklists; and*
- b. *Release Requirements.*

**5. Phase 5**

*Phase 5 lasts for one week (week 26 of OJT) and includes the following:*

*Authorization of Release.*

**6. Phase 6**

*Phase 6 lasts for nine weeks (weeks 27-35 of OJT) and includes the following:*

- a. *Receipt of a Parole Violator into the Institution;*
- b. *Hearings;*
- c. *Resolution of Hearings; and*
- d. *Types of Recommit Board Actions.*

**7. Phase 7**

*Phase 7 lasts for three weeks (weeks 36-38 of OJT) and includes the following:*

- a. *Special Probation;*
- b. *Memo to the Board;*

- c. **Max Outs;**
- d. **Constructive Parole;**
- e. **Parole Education Class;**
- f. **Inmate Orientation;**
- g. **Request Slips;**
- h. **Pardon Board;**
- i. **Justice Reinvestment Initiative (JRI2)/Short Sentence Parole (SSP); and**
- j. **End of Month Report.**

**8. Phase 8**

**Phase 8 lasts for 13 weeks (weeks 39-52 of OJT). This final phase of OJT is for institutional agent trainees to show that they are able to complete all job functions covered according to policy and procedure in an efficient manner.**

**H. On-the-Job Training (OJT) – Community Reentry Parole Agent (CRPA) Trainee**

**1. Phase 1**

- a. **Phase 1 lasts from Weeks 0-4**
- b. **Phase 1 includes the following:**
  - (1) **Field Orientation – Weeks 1-2;**
  - (2) **Basic Training – Weeks 3-11;**
  - (3) **Field Training Agents shall oversee field observation for Weeks 12-16 to observe and participate where applicable; and**
  - (4) **completion of Phase 1 includes a final review and presentation to Field Training Agent /Supervisor. Supervisor completes Phase Completion Form.**

**2. Phase 2**

- a. **Phase 2 lasts from months 5-10, not to go beyond the 10-month mark.**
- b. **Phase 2 occurs after successful completion of Phase 1 as determined by the Supervisor, Field Training Agent, and/or experienced CRPA.**

- c. *During Phase 2, the trainee shall continue to work with an existing CRPA, Supervisor, and/or Field Training Agent. They shall begin working independently on casework with frequent reviews by their manager and/or Field Training Agent, including random ride-alongs/and meetings with the experienced CRPA.*

**3. Phase 3**

- a. *Phase 3 lasts from months 11-12, not to go beyond the 12-month mark.*
- b. *Phase 3 occurs after successful completion of Phase 2 as determined by the Supervisor, Field Training Agent, and/or an existing CRPA. During Phase 3, the CRPA trainee shall continue to work with increased independence and a decreased use of the Field Training Agent unless the CRPA trainee requests more time with the Field Training Agent or the Supervisor feels it would be beneficial.*



## **Section 5 – Training Needs Assessments, Plans, Records, and Reports**

### **A. Training Needs Assessments**

1. Central Office, Training Academy, Community Corrections, Parole, and each correctional facility shall conduct a training needs assessment each calendar year to analyze training needs and determine what staff training needs should be included in their annual training plans.<sup>1</sup>
2. The Bureau of Training and Staff Development shall provide an on-line training needs assessment to collect data on training needs.<sup>2</sup>
3. Central Office, Training Academy, Community Corrections, Parole, and each correctional facility shall disseminate the on-line training needs assessment to all staff for whom they are responsible within the timeframe requested by the Bureau of Training and Staff Development.
4. The Bureau of Training and Staff Development shall aggregate the training needs assessment findings and identify Department-wide training needs for the upcoming training year.
5. Central Office, Training Academy, Community Corrections, Parole, and each correctional facility may conduct additional assessments using tools, such as staff interviews, evaluations, committee discussions and other techniques to generate a comprehensive training needs assessment.

### **B. Training Plans<sup>3</sup>**

1. Each year, the Bureau of Training and Staff Development shall provide Central Office, Training Academy, Community Corrections, Parole, and each correctional facility, an annual training plan template for the following calendar year.
2. Central Office, Training Academy, Community Corrections, Parole, and each correctional facility shall prepare an annual training plan for the following calendar. The purpose of the plan is to manage the training and development of staff competencies.
3. The annual training plans for Central Office, Training Academy, Community Corrections, Parole, and each correctional facility, shall be submitted to the Director, Bureau of Training and Staff Development, or designee, no later than December 1<sup>st</sup> of each year.
4. Training Coordinators, with the advice and assistance of their Training Advisory Committees shall prepare their training plans for Central Office, Training Academy, Community Corrections, and each correctional facility. Particular attention shall be given

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<sup>1</sup> 5-ACI-1D-03, 4-ACRS-7B-11, 2-CI-6C-5, 4-APPFS-3A-07

<sup>2</sup> 1-CTA-3A-03

<sup>3</sup> 2-CTA-3A-04

**5.1.1, Training and Staff Development Procedures Manual**  
**Section 5 – Training Needs Assessments, Plans, Records, and Reports**

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to the Department-wide mandated training requirements stated in **Section 2** and **Section 4** of this procedures manual, participant evaluations of training programs, and training needs determined by the Facility Manager and their Training Advisory Committee.<sup>4</sup>

5. The Quality Assurance Division Director, with the advice and assistance of the Field Training Agents and the Field Tactical Training Division, shall prepare the Parole training plan. Particular attention shall be given to the Department-wide mandated training requirements stated in **Section 2** and **Section 4** of this procedures manual, participant evaluations of training programs, and training needs determined by the **Deputy Secretary for Parole Field Services and the Deputy Secretary for Reentry**.<sup>5</sup>
6. Facility Managers shall approve their facility training plans, the Deputy Secretary for Administration shall approve the Central Office plan, and the Director, Bureau of Training and Staff Development, shall approve the Training Academy's plan.
7. Each Community Corrections Center (CCC) Director shall approve their Center's plan and forward them to the Regional Director for review and submission to the Bureau of Community Corrections (BCC) Director for approval.
8. The **Deputy Secretary for Parole Field Services and the Deputy Secretary for Reentry** shall approve the Parole training plan and then send it to the Director, Bureau of Training and Staff Development.
9. The Bureau of Training and Staff Development shall prepare an annual Department training plan. The training plan is updated annually based on the aggregate needs of the facilities and the Department. The purpose of the plan is to manage Department-wide training initiatives and development of staff competencies to meet the current and emerging needs of the Department. The plan outlines the major program objectives the upcoming training year.
10. The Bureau of Training and Staff Development shall review the Department's annual training plan with the Department's Training Advisory Committee (see **Section 11** of this procedures manual). The plan shall contain, at a minimum, the content guidelines as stated in **Management Directive 535.7** and shall be forwarded to the Secretary for approval no later than January 1 of each year.<sup>6</sup>
11. The Department's annual training plan shall contain the following, at a minimum:<sup>7</sup>
  - a. synopsis of the facility training needs assessment data;
  - b. list of all courses/classes to be offered;

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<sup>4</sup> 5-ACI-1D-05, 4-ACRS-7B-12, 2-CTA-3A-09, 2-CTA-3A-10, 2-CTA-3A-11, 2-CTA-3A-12

<sup>5</sup> 4-APPFS-3A-06

<sup>6</sup> 1-CTA-3A-05

<sup>7</sup> 2-CTA-3A-06, 4-APPFS-3A-09

- c. the method and general time frames for delivery; and
  - d. methods to evaluate the facility training program and the delivery of specific training classes.
12. The Director, Bureau of Training and Staff Development or designee, shall maintain the Department's approved annual training plan for three years and will make it available to the Office of Administration during post-audits of Out-Service Training and Personnel Management Reviews.

### **C. Training Records<sup>8</sup>**

1. Permanent employee training records are prepared and maintained in order to ensure that all completed training is recorded accurately.
2. Employee Training Records – Individual training records will be established and maintained for all full-time and non-regular status employees who work for the Department. Training Coordinators shall maintain the following for Central Office, Training Academy, and Community Corrections staff. The Quality Assurance Division Director shall maintain employee training records for Parole staff.
  - a. Annual – Records that are established and maintained annually via an approved automated employee training records system. A printout or access to the automated training record must be provided to honor requests for training records. When an employee separates or transfers, a printout or electronic availability of the employee's training record should be incorporated into the transferred folder to the gaining facility/agency.
  - b. On-the-Job Training Records – A file that is established and maintained by the Training Lieutenant or Parole supervisor for each new employee who is in a Department-approved On-the-Job Training Program. The file will contain, at a minimum, the following documentation:
    - (1) training booklets (**COTs only**);
    - (2) **OJT training packet (Parole)**;
    - (3) shift observation forms (COTs only);
    - (4) monthly performance evaluations;
    - (5) phase tests;
    - (6) job assignment records (COTs only); and

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<sup>8</sup> 1-CTA-3A-10

- (7) a certificate of completion.
- c. For COTs, the Training Lieutenant shall provide the Training Coordinator with the new employee's complete training file when the employee completes the On-the-Job Training Program (see **Section 4** of this procedures manual).
3. Employees who complete Out-Service training are responsible to submit the required training information to the Training Coordinator in accordance with **Section 3** of this procedures manual. The Training Coordinator shall enter the information into the employee's automated training record.
4. Training Coordinators, Field Training Agents, and Field Tactical Training Division shall ensure that instructors provide a training roster at the completion of each scheduled In-Service class. The roster shall contain, at a minimum, the course title and length, date(s), location, instructor name(s), name and employee number of each attendee, shift, job title, comp/pay, and signature. The Training Coordinator shall transfer the information to the learning management system and will maintain the rosters, which are subject to inspection during training audits.
5. Each employee shall receive a course certificate upon successfully completing the Department's Basic Training and select nursing courses. The Bureau of Training and Staff Development enters completion of Basic Training and select nursing courses in the learning management system. The Bureau of Training and Staff Development is responsible for forwarding to the appropriate Training Coordinator or the Quality Assurance Division Director a copy of an employee's certificate, and other pertinent material as needed, when an employee successfully completes Basic Training.
6. All training records shall be maintained in the Commonwealth's learning management system. All In-Service, Out-Service, and other training-related records must be entered in the learning management system within 30 days after the training is completed.
7. Training Coordinators, Field Tactical Training Division, and Field Training Agents shall manage the access and use of all current Department approved In-Service lesson plans for mandated training modules listed in the annual training schedule provided by the Bureau of Training and Staff Development. Lesson plans developed and approved at the local level for training shall also be maintained on file (see **Section 10** of this procedures manual).
8. Bureau of Training and Staff Development Course Records – The Bureau of Training and Staff Development shall establish and maintain a record for each Basic Training and department-level training course conducted. The record shall include, at a minimum, the following:<sup>9</sup>
  - a. attendance roster;<sup>10</sup>

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<sup>9</sup> 2-CTA-3A-17

<sup>10</sup> 2-CTA-3A-18

- b. lesson plans;
  - c. instructor name(s);
  - d. course evaluations;
  - e. course beginning and end dates;
  - f. student test results (if applicable);
  - g. record of certificates awarded (if applicable); and
  - h. class schedule (if applicable).<sup>11</sup>
9. Course records shall be archived for a minimum of seven years. After that period, they shall be handled in accordance with **Management Directive 210.5**.<sup>12</sup>

#### **D. Training Reports**

1. Training reports are part of the Department's training and staff development monitoring and review process. The reports reflect accomplishments achieved through training as compared to what was expected in the annual training plan.
2. The Department shall complete an annual agency training report in accordance with **Management Directive 535.7**.
3. Central Office, Training Academy, Community Corrections, Parole, and each correctional facility shall complete **an Annual Training Report**. The Bureau of Training and Staff Development shall provide an electronic Annual Training Report template each year.
4. Facility Managers shall approve their facility report and the Deputy Secretary for Administration shall approve the Central Office report. CCC Directors shall approve their report and forward it to the Regional Director for consolidation, approval, and submission to the Director, Bureau of Training and Staff Development or designee. The Director, Bureau of Training and Staff Development shall approve the Training Academy's report.
5. The **Deputy Secretary for Parole Field Services and the Deputy Secretary for Reentry** shall approve the Parole training report and then send it to the Director, Bureau of Training and Staff Development.
6. Training reports shall be maintained for a period of three years and shall be made available upon request during inspections or audits.

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<sup>11</sup> 2-CTA-3A-20

<sup>12</sup> 2-CTA-1D-02

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7. Department's Annual Training Report – Upon receipt of the annual training reports from Central Office, Training Academy, Community Corrections, Parole, and each correctional facility, the Bureau of Training and Staff Development shall develop the Department's annual training report in accordance with **Management Directive 535.7**. The Secretary shall approve the report and it shall be retained for three years and shall make it available to the Office of Administration during post-audits of Out-Service Training and Personnel Management Reviews.
8. Act 48 Training – Training Coordinators shall provide to the facility's school principal a training record printout of all employees required to take training under Commonwealth Act 48, 24 P.S. §12-1205.1 et seq. The printout will list what training was received during the calendar year. The facility's school principal shall forward the printout to the Chief, Division of Correction Education, no later than December 30<sup>th</sup> of each calendar year.

# **CONFIDENTIAL**

## **5.1.1, Staff Development & Training**

### **Section 7 – Firearms Qualification**

**This Section is confidential and not for public dissemination.**

## Section 8 – Program Coordinator

### A. General

1. The **Bureau of Training and Staff Development** is responsible for ***maintaining a list of program coordinators assigned to each Department training program.***
2. ***Program coordinators shall have working knowledge in the subject area of the programs for which they have oversight.***
3. Program coordinators ***must*** work with the **Bureau of Training and Staff Development, Training Services Division, to schedule training in the Learning Management System (LMS) and announce it, when needed, in a timely, accurate, and clear manner to all persons and agencies having a valid interest in the Department's training programs.**
4. ***Program coordinators must provide the Bureau of Training and Staff Development, Training Services Division, with a current copy of program curriculum and documents at the close of every calendar year for retention in the training files.***
5. ***Program coordinators may seek assistance from the Bureau of Training and Staff Development, Training Services Division, for help updating and formatting program material.***

### B. Program Coordination

1. Course Description – The program coordinator ***or designee*** is required to prepare a draft **Course Description (Attachment 8-A) when scheduling a training program for the first time.** The program coordinator ***shall provide the course description to the Bureau of Training and Staff Development, Training Services Division, for entry into the Learning Management System. The program coordinator must provide the course description in sufficient time for training coordinators to meet the registration due date.***
2. Resource Requests – The program coordinator ***or designee*** is responsible for contacting the **Bureau of Training and Staff Development, Training Services Division,** to coordinate training date(s), location of the training site, classroom availability, necessary space and equipment, and training resources needed to conduct the training.<sup>1</sup>
  - a. Academy-Hosted Training: The program coordinator must submit a completed **Resource Request Form (Attachment 8-B) to schedule training at the Training Academy. The program coordinator shall submit the Resource Request Form** at least **60 days prior to the course** start date to the **Bureau of Training and Staff Development, Training Services Division, for approval.**

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<sup>1</sup> 1-CTA-2C-01



- b. **Regionally-Hosted** Training: For training conducted at a regional site, the program coordinator is responsible for contacting the host training coordinator and ensuring that all appropriate coordination and assistance is provided in sufficient time for the training to be successfully conducted.

### C. Adjunct Instructor Coordination

1. The program coordinator shall develop and maintain a list of adjunct instructors authorized to teach ***their respective*** courses. The program coordinator ***shall provide the Bureau of Training and Staff Development a list of current certified instructors for their respective programs by January 31 of each year.***
2. Each training coordinator is required to coordinate adjunct instructor support.
  - a. ***Basic Training – A basic training supervisor (the basic training program coordinator) shall maintain a basic training allocation spreadsheet with annual basic training adjunct instructor needs. Training coordinators are responsible for entering qualified instructors once they have received local clearance.***
  - b. ***Department-level Training – Program coordinators shall contact adjunct instructors, directly, to gauge interest in instructing a course. Once establishing the adjunct instructor's interest, the program coordinator shall send the Adjunct Instructor Approval Form (Attachment 8-C) to the instructor's training coordinator who shall have the form completed and return it to the program coordinator.***
3. ***Program*** coordinators are responsible for sending ***the Adjunct Instructor Approval Form*** to ***the training coordinator in enough time to allow for shift change notice.***
4. ***When possible***, the program coordinator should develop a method that rotates the facilities that provide adjunct instructors for the program coordinator's training event.
5. For training events that require more than one adjunct instructor, the program coordinator should try to match adjunct instructors with different instructional styles.

### D. Training Verification

1. A standardized **Training Sign-In Sheet (Attachments 8-D through 8-H)** must be completed for each training program. The program coordinator or designee ***shall*** ensure each student and instructor completes the **Training Sign-in Sheet** for each day that the training is conducted.
2. The program coordinator ***shall*** provide the Bureau of Training and Staff Development, Training Services Division, with the completed **Training Sign-in Sheet** and any training documentation requiring retention or entry into the Learning Management System.

## **E. Meals**

Participants attending training at the Academy, who may need a special dietary accommodation due to a health restriction, should contact the program coordinator a week in advance of the training. The program coordinator **shall** report this to the Academy's academic services unit, to allow time for the Academy's food service unit to determine if a reasonable accommodation can be met.

## Section 9 – Instructor Certification and Standards of Conduct

### A. General

1. The **Bureau of** Training and Staff Development is responsible for establishing and maintaining the requirements and standards for **certifying** employees as instructors. This is to ensure that all training meets the standards of the Department.<sup>1</sup>
2. Any instructor who conducts local training **must have** successfully completed all initial certification and re-certification requirements that are applicable to the subject material being taught.<sup>2</sup>
3. A Department instructor will meet the standards and requirements listed below before **being** authorized to conduct formal training.

### B. Instructor Selection<sup>3</sup>

1. The **Bureau of** Training and Staff Development will ensure that individuals who **are selected for detached duty assignments** at the Training Academy and who are responsible **for coordinating** staff development and student training programs meet the following minimum requirements:<sup>4</sup>
  - a. possess a General Equivalency Diploma (GED) or high school diploma;
  - b. have completed specialized training, if applicable, for the position that they hold; and
  - c. have a combination of college education, training, or experience that totals at least five years.
2. A **Department** employee will follow local procedures when volunteering to be an instructor and applying for instructor courses. The Training Coordinator, with assistance from **the local** Training Advisory Committee, will select candidates and recommend approval to **the** Facility Manager, **Bureau of Reentry Coordination Director**, Community Corrections Regional Director, **or District Director**. The following factors will be considered when recommending approval:
  - a. willingness to instruct;
  - b. subject knowledge and expertise;
  - c. job performance;

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<sup>1</sup> 4-APPFS-3A-19, 1-CTA-3A-01

<sup>2</sup> 4-ACRS-7B-12

<sup>3</sup> 1-CTA-1C-04

<sup>4</sup> 1-CTA-3A-02

- d. dependability;
- e. **integrity**;
- f. leadership potential;
- g. job-related experience;
- h. willingness to perform Adjunct Instructor duties at the Academy, if needed; and
- i. conduct (no disciplinary action or pending disciplinary actions within the last two years).

### **C. Certification Requirements<sup>5</sup>**

1. General requirements for all instructors certified by the Department are stated below. Specific qualifications for each mandated in-service training module and Department courses are listed in the **Instructor Certification Requirements (Attachment 9-A)**. The **Bureau of** Training and Staff Development is responsible for updating the qualifications as needed.
  - a. Each new Training Coordinator, **Field Training Agent, and Staff Safety Trainer** will successfully complete the Department's Training for Staff Trainers course within six months of his/her placement or promotion into the position.<sup>6</sup>
  - b. **Employees on detached duty assignments to the Training Academy must have completed** the Department's Training for Staff Trainers course **and maintain credentialing to instruct additional specialized courses**.
  - c. An individual who volunteers to instruct Department courses listed on the **Instructor Certification Requirements** will meet the requirements stated for that particular course.
  - d. Each instructor must have completed training on standardized instructor skill topics approved by the **Bureau of** Training and Staff Development.
  - e. Each instructor candidate must be able to demonstrate competency of all applicable core skill requirements, by the end of the instructor course and prior to receiving an instructor certificate.
  - f. Instructors who teach mandatory in-service modules listed in **Section 2 of this procedures manual** will **receive** credit **for** the module towards **their** annual training requirements.

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<sup>5</sup> 4-ACRS-7B-12, 1-CTA-3A-02

<sup>6</sup> 5-ACI-1D-02, 4-APPFS-3A-08

2. Requirements for all Department instructor courses are as follows:
  - a. each instructor course **must require** instructor candidates **to demonstrate knowledge** of the lesson plan content **and instructor skills**; and
  - b. each instructor course shall have applicable objective and measurable standards that instructor candidates must meet before **certification as an instructor**.

#### **D. Re-certification Requirements**

1. Each Training Coordinator will meet at least annually with **the** instructors who are certified to teach mandated in-service training subjects in order to review subject data, module objectives, **instructional challenges**, and to review and practice any curriculum changes. The Training Coordinator will send to the **Bureau of** Training and Staff Development any concerns that may **affect** the content of a Department-level lesson plan.
2. The Training Coordinator will schedule an instructor to teach at least once per in-service training module cycle for which **the instructor** has been certified to instruct. For example: If a module is only required to be taught once every two years, the instructor must teach at least once every two years to remain current in that module. **Failure to do so will result in the deactivation of the instructor's certification to teach that course.** The Training Coordinator/**designee** is responsible for ensuring that the instructor has met the following requirements before re-activating the instructor's certificate:
  - a. assisted in conducting an entire module with an instructor who has a current instructor certificate in the subject;
  - b. demonstrated knowledge of, and competency in, the subject material to the Training Coordinator and a current Department instructor who is certified in the subject. The individual must demonstrate proficiency in subjects that contain "hands-on" skills; and
  - c. conducted at least one successful teach-back of the entire module. The teach-back may be conducted for an employee attending a mandated training session, but an instructor who has a current Department instructor certificate for the module must be present during the entire class.
3. An instructor who fails or declines to teach a minimum of once every **12** months in a Department course for which **the individual is** certified, will have **that** certification deactivated by the **Bureau of** Training and Staff Development. The **Bureau of** Training and Staff Development will not re-activate the certification until the instructor has met the following requirements:
  - a. assisted in conducting an entire course with an instructor who has a current instructor certificate for the course;

- b. demonstrated to the Program Coordinator knowledge of and competency in the subject material. The individual must demonstrate proficiency in subjects that contain "hands-on" skills; and
  - c. conducted at least two successful teach-backs of two separate lessons contained within the course. The teach-backs may be conducted for an employee attending the course, but the instructor who is authorized to teach the course, and the Program Coordinator, must be present during the teach-backs.
4. An instructor who fails or declines to teach a minimum of once per in-service training module cycle or once every **12** months for a Department course for which ***the individual*** has been certified to instruct will not be permitted to enroll in additional instructor courses until completion of this requirement. Only the Facility Manager, ***Bureau of Reentry Coordination Director, Community Corrections Regional Director, or District Director*** will approve exceptions to this requirement.
5. An instructor whose certificate for a particular module or course has been deactivated for a period of five or more years will ***be required to*** meet the initial requirements for that module or course as stated in the **Instructor Certification Requirements**. For example: If the requirement is to complete the Department's instructor course for a particular module, then the instructor must retake that instructor course even though he/she attended the course five or more years ago.

#### **E. Training Records**

- 1. Each Training Coordinator/***designee*** will maintain a complete and up-to-date record of instructors whose certifications are current or inactive. A list of instructors whose certifications are current will be provided with the annual training plan as required by **Section 5 of this procedures manual**.<sup>7</sup>
- 2. Training and instructor certification must be documented in accordance with **Section 5** of this procedures manual.

#### **F. Instructor Recognition**

- 1. Recognition for instructor services will be in accordance with Department policy **4.1.1, "Human Resources and Labor Relations."**
- 2. The Training Advisory Committee will establish procedures for recognizing and awarding an instructor on an annual basis in accordance with **Section 11 of this procedures manual**.

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<sup>7</sup> 4-ACRS-7B-12

## G. Standards of Conduct for Instructors<sup>8</sup>

1. The **Bureau of** Training and Staff Development is responsible for establishing and maintaining standards of conduct for all Department staff instructors. The **Standards of Conduct for Instructors (Attachment 9-B)** will ensure instructors meet the expectations and standards of the Department.
2. Each Training Coordinator will be responsible for **annually** distributing the **Standards of Conduct for Instructors** to **the** instructors at their facility and maintaining a complete and up-to-date record of instructors who have received the document and the date received.
3. The **Standards of Conduct for Instructors** is included in the Department's Training for Staff Trainers (TST) course. A copy of these standards will be provided to each participant.
4. All Department instructors shall be familiar with and abide by the standards of conduct according to the Department's **Standards of Conduct for Instructors**.
5. Facility Managers, **Bureau of Reentry Coordination Director, Community Corrections Regional Directors, or District Directors** are responsible **for ensuring that** instructors teaching at their facilities comply with the standards.

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<sup>8</sup> 1-CTA-1C-12

## **Section 10 – Lesson Plan Development**

### **A. General**

1. All formal training conducted within the Department will be taught from an approved lesson plan using approved training methods.
2. The Staff Development and Training Office is responsible for curriculum development within the Department, and as such, will develop, review, and update all lesson plans used Department-wide. It will also be the central repository for lesson plans approved by the Secretary.<sup>1</sup>
3. The Training Coordinator may develop facility-specific lesson plans as long as they meet the criteria contained in **Subsection B.1. below**. The Training Coordinator is also responsible for maintaining copies of all current Department In-Service and facility-specific lesson plans, distributing them to appropriate instructors upon implementation or revision, and ensuring that the lesson plans are followed.
4. A county prison, whose Basic Training courses are approved through the Department, may develop county-specific lesson plans as long as they meet the criteria contained in **Subsection B.1. below**. A county prison is also responsible for maintaining copies of all current lesson plans within their Basic Training course, distributing them to appropriate instructors upon implementation or revision, and ensuring the lesson plans are followed.

### **B. Lesson Plans**

1. All lesson plans must include, at a minimum, the following:
  - a. name of course and module;
  - b. module hours;
  - c. target group;
  - d. performance objectives;
  - e. detailed class content online;
  - f. list of needed training aids, and materials;
  - g. copies of handouts and visual aids;
  - h. test procedures or questions, if applicable;
  - i. student/instructor ratio, if applicable; and

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<sup>1</sup> 1-CTA-3A-03, 1-CTA-3A-14, 1-CTA-3A-15



- j. references.
- 2. The recommended student to instructor ratio for training that is considered “hands-on” (defensive tactics, individual and riot baton training, chemical munitions, CPR/First Aid, etc.) should be a ratio of 10 students to each instructor. The only exception to this standard ratio is when firearms training is conducted. The student to instructor ratio for all firearms training will be in accordance with **Section 7, Firearms Qualification**.
- 3. **A business owner, Curriculum Development Supervisor, Associate Director and the Director**, Staff Development and Training Office, must approve all lesson plans developed for Department-level training. Facility managers and Training Coordinators must approve facility-specific lesson plans. The warden and the training officer should approve all lesson plans developed at the county prison.
- 4. Every Department-level and facility-specific lesson plan that contains instruction regarding laws of the Commonwealth or issues that have a tendency to have legal ramifications (such as use of force) will be reviewed by the Department’s Office of the Chief Counsel prior to approval.

### **C. Content Organization**

Each lesson plan must contain an introduction, a detailed course content outline, and a summary. Sufficient content must be contained for, and organized around, the performance objectives.

### **D. Performance Objectives**

Performance objectives must be stated within the text of a lesson plan and on a visual aid, PowerPoint, other presentation software, or slide as part of the introduction and summary in all lesson plans.

### **E. Handouts**

Handouts must be visually clear, concise, and in an understandable format that enhances the important points emphasized in the lesson plans. They should be originals or as close to original condition as possible. If necessary, they will be retyped or scanned to provide a legible document.

### **F. PowerPoint, Presentation Software, and visual Aids**

- 1. Visual aids must be visually clear, concise, and in an understandable format that enhances the key points emphasized in the lesson plans.
- 2. Font size should be at least 36-point in all master presentation software.

3. Inserting clip-art, figures, symbols, and digital pictures into PowerPoint of other presentation software can easily detract from the intended information or message by limiting the font size required for the written message. Developers should weigh the aesthetic effects against the purpose/intent. If an object is being inserted just for “fancying” a presentation, it is not necessary.
4. Background color and print color, and the combination thereof, are other capabilities that PowerPoint and other presentation software provide. Careful use of colors and color combinations must be considered; what appear to be acceptable colors on a computer monitor may not be acceptable color choices on a television monitor, therefore, a preview is required. For example, a black background with red type that appears to be acceptable on a computer monitor will not be clear or legible on a television monitor.

#### **G. Business Owner**

1. The Business Owner, as outlined on the **Business Owners List for the Curriculum Process (Attachment 10-A)** is a subject matter expert, who based on their specific role or position, will serve as the Training Academy’s source for current and factual review of the curriculum development cycle (ADDIE) to include: analysis, design, development, implementation, and evaluation of curriculum materials by:
  - a. interpreting the governing policy or legislation related to topical area and when possible be the initiator of these revisions and edits to lessen the gap between Department change and delivery of appropriate training;
  - b. establishing procedural steps or information for students and instructors;
  - c. reviewing and editing of printed lesson plans, handouts, and curriculum materials;
  - d. signing-off as a reviewing official for the Department-approved lesson plans.
2. The Business Owner shall review their designated areas and related curriculum at a minimum of every three years.
3. As the need arises, additional Business Owners will be designated by the Director of the Training Academy and the **Business Owner Lists for the Curriculum Process** will be updated accordingly.

## Section 11 – Training Committees and Meetings

### A. Training Advisory Committee

1. Each **facility, Bureau of Community Corrections (BCC), Central Office, and the Training Academy** shall establish and maintain a Training Advisory Committee. The Committee is responsible for advising the **Executive Staff/Director/Facility Manager** of all training needs, facility **resources** and training procedures. The Committee is also responsible for developing the annual training plan, **monitoring staff training requirements and ensuring that staff complete training and follow the training plan.**<sup>1</sup>
2. Each facility shall establish procedures for the selection and approval of Training Advisory Committee members. The Committee will be composed of representatives from the various departments within the facility. The composition will ensure representation for clerical/support (non-contact), support (contact), administrative/management, Corrections Officers, and professional specialists.<sup>2</sup> **Community Corrections representation will be at the discretion of the Bureau Offices' Training Advisory Committee based on their staff training needs.**
3. Length of appointment for members on the Committee is at the discretion of the Facility Manager.
4. The facility's Training Coordinator will serve as chairperson.<sup>3</sup>

### B. Department

1. The Department will establish and maintain a Training Advisory Committee composed of the Director, Staff Development and Training Office, and representatives from Central Office and selected facilities. The Committee's purpose is to keep the Secretary advised of the Department's **staff training requirements** and **facility training** needs.<sup>4</sup>
2. The Committee's composition will ensure representation for clerical/support (non-contact), support (contact), administrative/management, Corrections Officers, professional specialists, and **Community Corrections representation.**
3. The Director, Staff Development and Training Office, will serve as the chairperson.

### C. Responsibilities

1. Facilities

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<sup>1</sup> 4-4076, 2-CTA-3A-07

<sup>2</sup> 4-4076

<sup>3</sup> 4-4076

<sup>4</sup> 2-CTA-3A-07

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- a. The Training Advisory Committee will meet at least quarterly to review progress and resolve issues. The Committee will maintain a written record (minutes) of their deliberations. Internal distribution of the minutes is at the discretion of each facility; however, at a minimum, the Facility Manager/**BCC Director** will receive a copy.<sup>5</sup>
- b. The Training Advisory Committee assists the Training Coordinator in compiling the annual needs assessment. Each member of the Committee shall conduct **an on-line training needs assessment** and follow the procedures as outlined in **Section 5** of this procedures manual.
- c. The Training Advisory Committee assists the Training Coordinator in the development of the facility's annual training plan in accordance with **Section 5** of this procedures manual.
- d. The Training Advisory Committee monitors and evaluates training progress through its quarterly meetings, evaluating In-Service and Out-Service training requests, and reviewing other activities developed to meet the training priorities, objectives, and schedules listed in the annual training plan.<sup>6</sup>
- e. The Training Advisory Committee will assist the Training Coordinator in identifying and developing (subject to the Facility Manager or Regional Director's approval) Adjunct Instructors to assist with In-Service and Centralized training. The Committee will keep the Facility Manager or Regional Director apprised of the contributions the Adjunct Instructors make; and will recommend certificates of recognition, letters of appreciation and other awards, as appropriate, for those deserving of special recognition. Facilities will consider the best method(s) of presenting and publicizing these awards so that maximum exposure of their contributions is made. More information on the instructor certification process is contained in **Section 9** of this procedures manual.
- f. The Training Advisory Committee will assist the Training Coordinator in establishing procedures to ensure that minimum training requirements are met for first-year trainees in accordance with **Section 4** of this procedures manual.

2. Department

- a. The Department's Training Advisory Committee will meet at least annually **to provide support to the Department's training program, review training needs, recommend changes to training requirements, support revisions to curriculum, and** review and recommend approval of the Department's annual training plan in accordance with **Section 5** of this procedures manual.<sup>7</sup>

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<sup>5</sup> 4-4076

<sup>6</sup> 4-4077, 2-CTA-3A-09, 2-CTA-3A-10, 2-CTA-3A-11, 2-CTA-3A-12

<sup>7</sup> 2-CTA-3A-07

- b. The Committee will review the plan to ensure it represents the Department's learning needs and recommended training to support key Department training goals and ongoing employee development for the next **training** year.

**D. Joint Apprenticeship Committee**

1. The Department will establish and maintain a Joint Apprenticeship Committee comprised of the Director, Staff Development and Training Office, a Facility Manager, Regional Deputy Superintendents, selected Training Academy staff, a representative from Central Office Labor Relations, selected members from the PA State Corrections Officers Association (PSCOA), and union representatives from selected facilities.
2. The committee's purpose is to monitor and evaluate the COT On-the-Job (OJT) program to ensure the COT-OJT requirements are met for first-year trainees in accordance with **Section 4** of this procedures manual. The committee will also advise the Department of any training-related concerns or recommendations to improve the training for Corrections Officers.
3. The Director, Staff Development and Training Office, will serve as the chairperson.
4. The Joint Apprenticeship Committee will meet at least quarterly to review the COT-OJT program and resolve issues. The Committee will maintain a written record (minutes) of their deliberations. Distribution of the minutes will be provided to, at a minimum, Facility Managers, Field Human Resource Officers, and Training Coordinators.

**E. Training Coordinator/Training Lieutenant Meetings**

1. Meetings with the facility's Training Coordinators and Training Lieutenants should be conducted on a regular basis as budgetary conditions allow or as determined by the Director of the Staff Development and Training Office.
2. Training Sergeants should be represented in these meetings as determined by the Staff Development and Training Office.

## **Section 13 – County Basic Training Programs**

### **A. General Procedures**

1. This section establishes procedures to certify/approve and audit the Basic Training programs of a Commonwealth county who chooses to provide its own basic training for county corrections staff.
2. It is the policy of the Department to establish, implement, and evaluate criteria for a county who chooses to provide basic training to county corrections staff under 37 Pa. Code § 95.221. A county who provides basic training to county employees shall have its basic training program certified or approved pursuant to this section and shall maintain that status to be permitted to provide such training.

### **B. Approval Process**

1. A county warden who chooses to conduct basic training for county corrections staff is responsible for requesting a review of the proposed program of instruction. This request must be directed to the Director, Staff Development and Training Office (**SDTO**). The county shall designate a contact person to work with the Staff Development and Training Office through this process.
2. The Staff Development and Training Office's Curriculum Development Unit will provide the requesting county with applicable **American Correctional Association (ACA) Performance-Based Standards for Adult Local Detention Facility (ALDF)** and **ACA Standards for Correctional Training Academies (CTA) (Attachment 13-A)**, and a checklist of areas of emphasis that, once satisfied, will determine approval by using the **PA County Training Audit Checklist (Attachment 13-B)**. The county shall submit copies of all lesson plans, schedules, instructor certifications, and curriculum documentation to the Curriculum Development Unit's point of contact.
3. The SDTO will review the submitted materials using criteria in the **ACA Performance-Based Standards for ALDF and ACA Standards for CTA and the PA County Training Audit Checklist** to review the county's training policy, training schedule, lesson plan content, instructor certification, etc. for accuracy and completeness.
4. The SDTO will conduct a comprehensive review of the county's Basic Training Program. If any areas are not in compliance with the standards, the county will be informed of the deficiencies and asked to correct them. If the county's program meets the above standards, the Department will approve the county to provide Basic Training for its employees. A letter will be sent to the Warden from the Secretary of Corrections.
5. The certification/approval period is for three years.

**C. Curriculum Assistance**

1. To assist a county in providing accurate and up-to-date information to staff, the Staff Development and Training Office will, at a minimum, annually distribute a list of the Department's Basic Training lesson plans by July of that calendar year. This list will contain the most current information and may be used by the county as needed. In the event a lesson plan has been updated by the Department and is of a time critical nature, that information will be distributed immediately.
2. A county may request lesson plans and/or additional information at any time.

## **Section 14 – Annual Training Audits**

The Staff Development and Training Office is responsible for monitoring training quality and compliance within the Department, providing support to facility training programs, and guidance to ensure training requirements are met and procedures are compliant with Department policies and American Correctional Association (ACA) standards. The training audit process is a risk management tool to assist facilities to maintain a quality training program. The process will identify strengths and deficiencies, risks and exposures, and establish a corrective action plan and best practices within the facility's training program.

### **A. Scope of the Audit**

An annual audit will encompass compliance with Department policies, ACA standards, applicable laws, procedures, practices, and related professional standards.<sup>1</sup> The areas to be audited by the Academy's audit team are listed below. Areas to be reviewed and audited include the following, but are not limited to:

1. mandatory in-service training requirements;
2. Corrections Office Trainee (COT)/On-the-Job (OJT) Program;
3. Training Plan, Training Schedule, Year-End Training Report;
4. employee training records;
5. Commonwealth's Learning Solutions (LSO);
6. instructor certification;
7. training class sign-in sheets;
8. Facility Complement Adjustment Form;
9. ACA Training Standards and supporting documentation;
10. Facility Training Advisory Committee Meeting Minutes;
11. last year's Audit Report and Plan of Action (if applicable);
12. lesson plan library;
13. tour of training area;
14. student and instructor interviews and evaluations; and

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<sup>1</sup> 4-4017, 4-4107, 4-4211, 4-4423, 4-4438, 4-4455



15. additional documentation to support training areas.

## **B. Audit Process**

1. The audit of all functional areas identified in **Subsection A** above will be conducted annually. Audits may be conducted onsite or remotely using electronic records, the training records management system, other supporting documents and discussions with the Training Coordinator, and other training staff to satisfy requirements of an annual training audit. However, a site-based audit must be conducted at facilities scheduled for an ACA audit in the given audit year.
2. The facilities, through the Training Coordinator and other training staff, shall perform an internal self-audit in support of the Year-End Training Report. The audit standards for the areas to be audited will be available in the Accreditation, Audit and Risk Management Security (AARMS) System and DOCNet under ACA. The facility will be able to access these standards prior to the audit in order to conduct a self-audit and to note any changes.
3. The Academy's Field Resource Liaison/Audit Team Leader will contact the Facility Manager/designee prior to the audit to confirm the date and time of the audit.
4. The audit team will annotate on the Auditor Checklist each area assignment and the training areas that the facility is compliant, non-compliant, or non-applicable. All findings of non-compliant or non-applicable status require the auditor to enter a comment explaining why the facility was non-compliant or reason the standard was non-applicable.
5. After the conclusion of the audit, an exit interview will be conducted with the Facility Manager/designee(s), where preliminary findings of the audit will be presented and discussed.

## **C. Central Office Responsibilities**

1. The Regional Deputy Secretary shall:
  - a. review annual training audit reports for the assigned facilities in his/her region and oversee the corrective plan of actions in accordance with Department policy, **1.1.2, "Accreditation and Annual Operations Inspections Procedures Manual," Section 2** to address the noted deficiencies; and
  - b. review assigned facilities' progress in resolving audit deficiencies during scheduled quarterly facility visits.
2. The Training Academy shall:
  - a. ensure appropriate staff are identified to conduct audits. Audit teams may include staff from facilities other than the Academy. Staff may be used in their areas of expertise;

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- b. the Academy's Field Resource Liaison will ensure audit team members are familiar with the standardized audit format, criteria, reporting function, and their role in the process;
  - c. the Academy's Field Resource Liaison will inform the Training Coordinator and the Facility Manager/designee of the facility to be audited, coordinates the date(s) for the audit, and notifies the Bureau of Standards and Accreditation and the Facility Manager/designee who will be conducting the audit;
  - d. audits will be conducted in accordance with the *Operations/Mock/ACA Audit Schedule* posted on DOCNet under ACA;
  - e. the Academy's Field Resource Liaison will monitor and review completed training audits to ensure they are entered in a timely manner and report any issues of non-compliance;
  - f. the Academy's Field Resource Liaison will follow-up on any delinquent reports that are past the submission due date;
  - g. an Executive Summary is entered into the AARMS System no later than 30 days following the audit; and
  - h. audit standards are reviewed annually and necessary changes are made to ensure that they are in line with current law, policies/procedures, standards, and goals.
3. The Bureau of Standards & Accreditation shall:
- a. maintain schedule(s) for Accreditation Audits, Annual Operations Inspections, and Training Audits on DOCNet;
  - b. oversee the AARMS System;
  - c. act as administrator of the AARMS System by providing user access and passwords as well as training and technical assistance to auditors and facility staff in the applications of the system; and
  - d. coordinate the annual review of current inspection standards by area of responsibility at the end of each year to ensure ACA standards, training mandates, policy compliance, and/or problematic issues are continually evaluated and updated.
4. Each Facility Manager/designee shall ensure that:
- a. the Training Coordinator and Training Lieutenant/designee are available and able to assist the audit team in conducting the training audit of his/her respective area(s) of responsibility;

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- b. training records and reports are provided and/or made available by the Training Coordinator and Training Lieutenant/designee;
- c. the facility corrective plan-of-action for addressing non-compliance issues disclosed by the audit is prepared and submitted electronically in the AARMS System within 30 days following receipt of the audit report. The corrective plan-of-action in accordance with Department policy **1.1.2, Section 2** must describe corrective action(s) to be taken, staff responsibility, and timetables for completion of each task;
- d. the corrective plan-of-action includes documentation to justify the non-compliant finding has been corrected. Examples of appropriate documentation would be a training roster, sign-in-sheets, training report, meeting minutes, etc.; and
- e. the Training Coordinator receives periodic informational briefing through meetings, written documentation, and other communications on changes to training audit procedures.

## **Section 15 – Central Office Training Program**

Training Program guidelines for all staff assigned to Central Office will be handled in the manner listed below with the exception of those in the H-1 and H-3 bargaining units; detached duty assignments; and other special assignments, such as staff assistants, which should be in accordance with **Section 2** and **Section 4** of this procedures manual.

### **A. Responsibilities**

1. The Training Academy will oversee and coordinate the in-service training program for Central Office.
2. Supervisors will:
  - a. track and monitor employee progress to ensure training requirements are met;
  - b. counsel staff when training requirements are not being met;
  - c. review and approve (if appropriate) training requests from staff prior to scheduling; and
  - d. ensure staff complete and submit required training documentation to the Training Coordinator (TC).
3. The Employee will:
  - a. track his/her own progress to ensure that minimum training requirements are met;
  - b. seek out trainings of relevance and interest;
  - c. obtain supervisory approval prior to scheduling training; and
  - d. complete and submit required training documentation to the TC.

### **B. Guidelines**

1. Adequate trainings should be offered and available to allow staff to complete their mandatory training requirements.
2. Training courses should be sought through other department locations including the Training Academy and the State Correctional Institution (SCI) Camp Hill.
3. Elective trainings taken by staff should be commensurate with their position and should focus on job relatedness. Trainings that are not directly related to one's position should provide for personal growth or career development.

**C. Mandatory Training Requirements**

1. All staff are required to successfully complete a minimum of 15 hours of training, within a calendar year as set forth in **Section 2** of this procedures manual.
2. All staff must complete all Commonwealth Mandatory Training as required by the Governor's Office of Administration.
3. All staff must complete all other courses that are designated as mandatory that are determined by the Training Advisory Committee on a yearly basis.

**D. Elective Training Requirements**

1. Employees must complete elective trainings in conjunction with their mandatory requirements in order to achieve their minimum training hours as outlined above.
2. Elective trainings must be selected based upon job relatedness that is specific to the employee's position and/or provide for personal growth or career development. As such, elective trainings need to be approved by the employee's supervisor and Bureau Director prior to scheduling and then forwarded to the TC in order to receive credit.

**E. Basic Nurse Training**

All new nurses are required to attend the Basic Correctional Nurse Training course within six months of promotion/placement. A current nurse who has not attended this training may attend, if deemed necessary by the Director of the Bureau of Health Care Services (BHCS).

**F. Corrections Criminal Investigator Training**

All Corrections Criminal Investigators within the Office of Special Investigations and Intelligence (OSII) are required to successfully complete firearms qualification on a biannual basis and all Act 120 updates annually. Additionally, they must successfully complete Prison Rape Elimination Act (PREA) Specialized Security Training within six months of promotion/placement.

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**Academic Credit Courses** - Out-Service courses for which academic credits are granted.

**Adjunct Instructor** - A trainer whose is certified to instruct at their duty station and volunteers to either conduct Department-level training or assist a Lead Instructor who is conducting Department-level training.

**Annually** - The term *annually* in this policy refers to a 12-month period related to the fiscal year (1 July - 30 June) unless otherwise noted.

**Annual Training Needs Assessment** - A standard method for determining and analyzing staff training needs at a facility, CCC, or Central Office. Results of the training needs assessment are used to formulate the Annual Training Plan for the facility, CCC, or the Department.

**Annual Training Plan** - A document that describes the major program objectives, requirements, and schedule to be followed in order to meet the annual training needs of an organization's workforce.

**Annual Training Report** - A document that describes accomplishments achieved though training in the previous fiscal year compared to what was expected in the Annual Training Plan.

**Audit** - An annual evaluation of the county's basic training program. The audit is used to determine continued compliance to specified requirements and standards.

**Authorized Ammunition** - Ammunition approved for use by the Department. The authorized ammunition is listed in DC-ADM 201, "Use of Force."

**Authorized Firearms** - Firearms approved for use by the department. The authorized firearms are listed in DC-ADM 201, "Use of Force."

**Basic Training** - The portion of Pre-Service training offered at the Training Academy. The purpose of Basic Training is to teach new employees fundamental skills and to provide information about the agency. Length of Basic Training, in weeks, is determined by the DOC personnel class code listing in the "Basic Training" column. All permanent full-time DOC employees must successfully complete Basic Training.

**Business Owner** – A Business Owner is a subject matter expert, who based on their specific role or position, will serve as the Training Academy's source for current and factual review of the curriculum development cycle (ADDIE) to include: analysis, design, development, implementation, and evaluation of curriculum materials.

**Centralized Training** - All DOC training, except Basic Training, offered by the Training Academy or other Central Office entities (computer services, human resources, security, etc.). This training may be conducted at the Training Academy, Central Office, or at a regional site.

**Certified Firearms Instructor** - DOC employees who have been officially assigned this responsibility, and are certified for handgun-shotgun training as DOC Handgun-Shotgun Instructors. Rifle training instructors shall be certified as DOC Rifle Instructors.

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**Community Corrections Centers (CCC)** - A state or contracted group home authorized by legislation (Act 173-1968, et al.) in a community setting and operated by the Department of Corrections. A CCC provides residential and treatment services to certain inmates selected for placement into a community setting prior to or as part of parole.

**Confirmation Letter** - A form letter sent from the Training Academy to the Training Coordinators confirming acceptance of a nominated employee into a specific training event.

**Contact Employees** - Employees who are responsible for the care, custody and control of inmates. See the DOC personnel class code listing in the "T/C" column.

**Continuing Education Unit (CEU)** – A standard unit of measure that quantifies continuing adult education and training activities while serving the diversity of providers, activities, and purposes in adult education. One CEU equals ten contact hours of participation in organized continuing education/training experience under responsible, qualified direction and instruction.

**Core Course** - Required training specifically developed for Department managers.

**Corrections Officer (CO)** - Employees in the Corrections Officer Trainee, Corrections Officer 1, Corrections Officer 2, Corrections Officer 3, Corrections Officer 4, or Corrections Officer 5 job classifications. Corrections Officers also are defined as contact employees.

**Corrections Officer Trainee (COT)** - Those employees of the DOC hired to serve a one-year training program to develop the skills and techniques required of a journeyman Corrections Officer. Successful completion of the contractual probationary period and the State Civil Service probationary period is required prior to promotion to Corrections Officer 1.

**Corrections Officer Trainee On-the-Job Training Program** - A one-year mandatory training program that all new Corrections Officer Trainees must successfully complete in order to maintain employment in the Corrections Officer classification.

**County Approved Basic Training Program** - A training program utilizing local facility- specific lesson plans as curriculum.

**County Certified Basic Training Program** - A training program that utilizes only PA DOC lesson plans as their curriculum with no variations.

**Course** – Any training program that contains more than one module.

**Course Announcement** - A standard form that announces the offering of a specific training event.

**Cruiser Safe Weapon Condition** - A shotgun or a rifle with the magazine loaded, the chamber empty, and the weapon on safe.

**Curriculum Development Unit** – The functional division within the Staff Development and Training Office responsible for development and review of all Department-level lesson plans.

**Department** - The Pennsylvania Department of Corrections.

**Department Training Advisory Committee** - A committee composed of the Director, Staff Development and Training Office, and representatives from Central Office and selected facilities, whose purpose is to keep the Secretary of Corrections advised of the Department's training procedures and needs.

**Duty Status** - The work condition whereby the staff member is being compensated at the appropriate rate of pay. This includes both regular assigned hours of work and overtime hours.

**Elective Courses** - Training courses that include "technical" and "organizational" courses under the Management Development Program. Technical refers to training in areas such as personnel/labor relations, security issues, inmate services issues, budget issues, or other daily task issues. Organizational refers to training in areas such as team building, interpersonal communication, and organizational change, among other organizational topics.

**Facility Manager** - The Superintendent of a State Correctional Facility, State Regional Correctional Facility, Commander of a Motivational Boot Camp, Director of a Community Corrections Center, or Director of the Staff Development and Training Office.

**Facility Training Advisory Committee** - A committee composed of the Facility's Training Coordinator and representatives from various operational units within a facility. The committee meets at least quarterly to review progress and resolve training issues, and a written record of these meetings is forwarded to the Facility Manager.

**Firearm** - Any pistol, revolver, rifle, or shotgun.

**Firearms Qualification** - The initial successful completion of all training standards for the applicable firearm(s) in the Department's approved training programs.

**Firearms Re-qualification** - The successful completion of all training standards for the applicable firearm(s) in the Department's approved training programs during annual firearms training review.

**Housing Space** - Living quarters provided on site at the Training Academy.

**In-Service Training** – Training provided by an agency of state government such as the DOC or the Office of Administration. In-Service is also training completed at the employee's home facility and includes mandated programs that must be completed by the applicable employee group.

**Inspection** – A formal evaluation process utilized to determine compliance to specified requirements and standards.

**Instructor** - An employee whose is willing and certified to present formal instruction to personnel regardless of the instructor's job classification. An instructor may also be called a trainer.



**Instructor Authorization** - The act of authorizing an instructor to present formal instruction.

**Instructor Certification** - The act of certifying by document that an instructor has fulfilled specified requirements to present formal instruction.

**Joint Apprenticeship Committee** – A committee with representation from both PSCOA and management that meets quarterly, or as required, to resolve OJT-related issues and to make program revisions as necessary to the Department's OJT programs. The Joint Apprenticeship Committee must approve any changes that affect any formal Department OJT Program.

**Lead Instructor** - A certified instructor who is responsible for the instruction of a particular module or course. A Lead Instructor may have one or more Adjunct Instructors assisting with the training. A Lead Instructor may also be the Program Coordinator for a particular course or training event.

**Lesson Plan** - A formal document that details the content of a specific training module. The Secretary of Corrections, the Director, Staff Development and Training Office, and a subject specialist must approve all Department-level lesson plans. At a minimum, the Superintendent or Regional Director and a Training Coordinator must approve all lesson plans developed at the local level.

**Locally Mandated Training** - Training that is required and approved at the local level by a Facility Manager, Regional Director, or Bureau Director.

**Management Development Program (MDP)** - A Department-level program that offers training to improve the efficiency and effectiveness of all Department managers by providing them with the basic skills necessary to lead the organization, conduct daily managerial duties, and prepare for promotional opportunities.

**Manager** - Any supervisor of supervisors, or administrator or coordinator of agency-wide programs within the three categories of Senior Managers (the Secretary, Executive Deputy Secretary, and Deputy Secretaries), Executive Managers (superintendents, deputy superintendents, directors, regional directors, and the Secretary's executive assistants) and Middle Managers (e.g., Majors, corrections classification and program managers, division chiefs, unit managers, personnel officers, CCC directors, drug and alcohol program managers, Captains, business managers, food service managers, CI managers, correctional health care administrators, among others). For a complete listing, see the Department Class Code Listing, MDP Training Code.

**Mandatory Training** - Training that is mandated by Department policy and/or job classification.

**MDP Administrator** - A Staff Development and Training Office employee designated by the Director, Staff Development and Training Office who is responsible for coordinating and administering the Department's MDP.

**MDP Curriculum** - The courses that make up the MDP, including a "core" course and "elective" courses that address technical and organizational issues.

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**MDP Training Requirements** - Each manager will be required to participate in at least two training courses (one core course every 18 months and one elective every fiscal year). MDP training hours may be credited to meet the American Correctional Association's standards. The length of each core course and elective course being offered will determine the MDP training hours.

**Modified Duty** - For this policy, a temporary change of work assignment to reasonably accommodate a medical/psychiatric disability for which there is a sound medical expectation that the employee will be returned to full, unrestricted duty in a reasonable time.

**Module** – A specific lesson within a course.

**Nomination Form** - A standard form that Training Coordinators complete when nominating employees to attend a specific training event. The form must be submitted to the Training Academy by the nomination due date stated on the course announcement.

**Non-Academic Credit** - Out-Service training courses for which no academic credits are granted.

**Non-CO/H-1 Bargaining Unit Employee** – A non-Corrections Officer employee who is covered by the Collective Bargaining Agreement for H-1 employees. Refer to the current Bureau of Human Resources Alphabetical Class Code Listing in order to determine all the classifications within the H-1 bargaining unit.

**Non-CO/H-1 Employee On-the-Job Training Program** - A security-related on-the-job training program that has been developed for non-CO/H-1 Bargaining Unit personnel as a result of identified training needs by the Department of Corrections and the American Federation of State and County Municipal Employees (AFSCME).

**Non-Contact Employees** - Employees who may have contact with inmates but are not directly responsible for the care, custody and control of inmates.

**Non-Regular Status Employees** - All DOC temporary and part-time employees (to include high school interns), limited-term employees (who are not expected to become permanent employees), contract employees, and/or employees of other agencies providing routine services (i.e., Pennsylvania Board of Probation and Parole, medical contractors, etc.).

**Non-Regular Volunteer** - Any person from the community who comes into the institution one to four times requiring a general orientation by a staff member in the appropriate department. These persons usually include sporting teams, outside entertainment, athletic officials, church choirs, etc.

**On-the-Job Training (OJT)** - The second phase of training for new employees classified as "trainees" when they are assigned to their job but continue to be given special consideration in the areas of supervision and job training.

**Orientation** - The on-site portion of pre-service training designed to acquaint new employees with the overall operation of the facility.

**Out-Service Training** - All training not conducted by the DOC. Out-service training also includes colleges (academic credit and non-academic credit courses), professional association meetings, conferences, workshops, conventions, etc., and may require an employee's absence from work.

**Pre-Service Training** - The initial training designed to teach new employees the fundamental skills that are necessary to effectively work in a correctional environment. Pre-Service training includes orientation and Basic Training.

**Program Coordinator** - An employee of the Department (usually from the Training Academy) who is identified as the primary instructor, facilitator, or host(ess) for a specific training event. The Program Coordinator is responsible for drafting the training event course announcement, submitting the appropriate requests for resources, and coordinating Adjunct Instructors, if needed.

**Range Official** - A certified firearms instructor or a range safety officer.

**Range Safety Officer** - A person officially assigned this responsibility by DOC management and has attended the DOC Handgun/Shotgun Instructor Course or the DOC Rifle Instructor Course.

**Regular Volunteer** - Any person from the community offering, without pay, any services, materials, or facilities to the inmates in the correctional system on a regular basis. Regular volunteer access to the institution should be on a regularly, pre-approved schedule.

**Subject Specialist** – A person with a high degree of skill and knowledge regarding a specific training topic.

**Trainer** - Another term for an instructor.

**Training Academy** - The Department of Corrections training facility located at 1451 North Market Street, Elizabethtown, PA 17022-1299.

**Training Coordinator** - An employee assigned by each facility, CCC region and center, Central Office, and Training Academy who is responsible for supervising the planning, coordinating, facility and ACA training record maintenance, and on-site monitoring of training.

**Training Event** - An organized, planned, and evaluated activity designed to achieve specific learning objectives and enhance the job performance of personnel. Training may occur on site, at the Training Academy or regional training site, an institution of higher learning, professional meetings, or through contract service or closely supervised on-the-job training. It includes a formal agenda and instruction by a teacher, manager, or official; physical training; or other instruction programs that include a trainer/trainee relationship. Training events usually include requirements for completion, attendance recording, and a system for recognition of completion. Meetings of professional associations are considered training where there is clear evidence of the above. Regardless of where it occurs, the training must be part of an overall training program.

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**Training Record** - A cumulative and permanent record of training for each employee that is established and maintained by the Training Coordinator at the employee's duty station. The record will include, at a minimum, the information required by the Employee Training Records System.

**Training Roster** - A document that contains, at a minimum but not limited to, the training topic, names of the participant, employee number, name of the instructor, length of the training session, and date of the training.

**Training Staff** - A staff of employees whose responsibilities include providing ongoing training to personnel. Examples include Training Sergeants, Training Lieutenants, Training Coordinators, and members of the Training Academy staff.