DEPARTMENT OF CORRECTIONS

Policy Number:	**103.411**
Title:	**Field Training Officer (FTO) Program**
Effective Date:	**11/19/19**

PURPOSE: To establish procedures for implementation of a field training officer (FTO) program.

APPLICABILITY: Minnesota Department of Corrections (DOC); all facilities

DIRECTIVE: The department FTO program assists new and veteran corrections officers in learning how to properly execute a variety of tasks required in the performance of officer duties. The facility employee development supervisor, in conjunction with the facility security captain, administers each facility's FTO program. All instructor and officer training must be documented and retained in the approved training management system.

DEFINITIONS:

Core modules – tasks that apply to all facility operations and are inherent to the responsibilities of a correctional officer's job. They are developed and identified through the FTO committee. Standardized core modules include such examples as:

A. Count;
B. Pat search;
C. Unclothed body search;
D. Security rounds;
E. Evidence handling;
F. Handcuffing;
G. Cell searches;
H. Pack up; and
I Report writing.

Field training officer (FTO) – an employee trained in the FTO teaching process and provided training through the use of approved FTO modules.

Field training officer committee – co-chaired by a representative from employee development and a representative from the captains'group and consists of one member from each facility as approved by the facility security captain. In the absence of a designee, another FTO may be selected by management to attend the committee meeting. The frequency, location, and agenda items of the meetings are determined by the co-chairs.

Field training officer coordinator – a facility sergeant or correctional officer II who has completed the entire FTO development course, has been selected by the FTO supervisor and facility employee development supervisor, and has been approved by the facility security captain.

Field training officer supervisor – a facility lieutenant supervisor who has been selected by the facility employee development supervisor and approved by the facility security captain. The FTO supervisor oversees all facility FTO activities.

Field training officer training modules – a training tool format used, by a participant and FTO, to teach a task/item specific to a work area and demonstrated through a behavior/action. Core module tasks/items are introduced by subject area until the set is completed by the participant and validated by a certified FTO.

Subject matter expert – an individual with a unique skill set (due to the individual's position, such as canteen, tool control, or intake) who helps with part of the training process of a new trainee.

PROCEDURES:

A. Each facility must:
   1. Develop a process to approve modules based on post assignments and job task analysis; and
   2. Designate one coordinator/representative to attend the quarterly committee meetings.

B. The facility employee development supervisor:
   1. Coordinates new field training officer (FTO) applications, ensuring the approval process is accomplished;
   2. Reviews observation reports completed by FTOs on the trainees; and
   3. Reviews issues with the trainee as identified by the FTO.

C. The FTO committee:
   1. Monitors and evaluates FTO programs to ensure consistent implementation;
   2. May assist in the development of new FTOs and training curriculum;
   3. May assist in developing and instructing training sessions for new and veteran instructors; and
   4. Makes program recommendations to the committee co-chairs.

D. The facility FTO supervisor:
   1. Provides guidance, direction, assistance;
   2. May assist in developing and coordinating the program;
   3. Reviews observation reports completed by FTOs on trainees;
   4. Drafts modules before they are presented for administrative approval;
   5. Implements a process to monitor, evaluate, and maintain an effective program by periodically reviewing and testing modules;
   6. Makes recommendations for program development (e.g. assigning module topics based on job task analysis);
   7. May assist in developing and instructing training sessions for new and veteran trainers;
   8. Acts as a liaison between coordinators, instructors, management, and other FTO supervisors; and
   9. Responds to supervisory issues related to the FTO program.

E. The facility FTO coordinator:
   1. Coordinates the day-to-day activities of the FTO program;
   2. Coordinates the writing of, and revisions to, facility training modules;
   3. Ensures the facility training modules are based on job-task analysis;
   4. Coordinates training schedules and conducts ongoing training for new FTOs;
   5. Coordinates the assignment of FTOs to new staff;
   6. Ensures completion of all required modules for new staff;
   7. Provides new staff and supervisors with information regarding the FTO program;
   8. Provides content to the training curriculum;

9. Attends department-wide program committee meetings;
10. Chairs the facility FTO meetings; and
11. Coordinates regularly with the facility employee development supervisor.

F. FTO instructor training is provided using curriculum developed by the FTO committee and/or FTO subject matter experts and approved by employee development and the captains' group. FTO instructor training may be delivered regionally or at the facility level. FTO instructors should be veteran FTOs and must be approved by facility management.

G. Selection of FTOs

FTOs are selected through the facility chain of command, with coordination through the FTO supervisor, FTO coordinator, and employee development supervisor. Individuals interested in joining the FTO program must complete the Instructor/Mentor/FTO Program Application (attached). Employee development administers FTO applications; the applications are retained by the facility employee development supervisor. Application consideration is based on the individual's:

1. Attendance, discipline record, and satisfactory job performance;
2. Written and verbal communication skills, and the ability to articulate the agency's mission, as well as specific job tasks;
3. Availability and willingness to participate in, and complete training;
4. Knowledge of facility posts and positions;
5. Service in the facility for a minimum of two years (new officers), however if transferred to another facility, the individual must wait six months (to orientate to the new facility) before being assigned to the program;
6. Positive attitude;
7. Direct supervisor, FTO supervisor, and warden/designee approval on the program application; and
8. Three-year participation commitment.

H. Examples of duties for FTOs include:

1. Familiarizing trainees to their positions' expectations;
2. Completing observation and progress reports for submission in a timely manner;
3. Providing the FTO's training expectations to the trainees;
4. Providing feedback to the trainees; and
5. Monitoring trainees during training and reporting back as necessary to the employee development supervisor.

I. FTO trainee module book/file

Upon entering the FTO program, a module book/file is created for each participant. The file is maintained by the facility employee development supervisor or FTO supervisor/coordinator. The trainee or FTO may review the contents of the book/file at any time, until the certification of the trainee. After the certification of the trainee, the file is no longer required and can be reissued to the next trainee. If the trainee is not certified, the book/file is retained by the facility employee development supervisor until completion of the process (including the appeals protocols), then destroyed; the file is provided to human resources management staff, if requested. The FTO trainee book/file includes:

1. Daily Observation Report (sample attached)
    a) The Daily Observation Report is completed by the FTO and trainee.

b) The FTO coordinator reviews completed Daily Observation Reports and then forwards them to the appropriate facility employee development supervisor and the FTO supervisor for filing in the trainee file.

2. FTO Module Performance Checklist(s) (sample attached)
   a) The FTO Module Performance Checklist is completed by the FTO and the trainee upon successful demonstration of the assigned task.
   b) When the training module is complete, it is placed in the trainee's file.

J. Module Phases

The phase program for issue and completion of modules assists in tracking, documenting, and maintaining consistency for completing modules. Phased-in modules follow a priority-of-issue process and provide for facility-specific needs. The trainee must complete the prescribed modules in a timely manner.

1. Phase 1: Modules that must be completed within 45 working days following promotion to correctional officer 1 (CO1)
   These are the highest priority modules to be completed by the end of the formalized on-the-job-training (OJT) training period. These modules are considered priority modules due to "stand alone" provisions on which staff will work alone once OJT is complete, or critical tasks that are instrumental for completion early in the OJT training period (preservice).

2. Phase 2: Modules that are required to be completed within three months of starting OJT
   These are tasks that are not performed as frequently as Phase 1 module tasks, but are important to performing the job.

3. Phase 3: Modules that are required to be completed within one year as identified by the facility (per facility requirements)
   These are tasks that are not performed frequently, but are still essential to success in performing the job. They may be completed with an FTO after the OJT period, usually in the housing units.

K. Removal from the FTO program

1 The removal of an individual from the program may be initiated by a supervisor in that individual's chain of command. An individual may be removed from FTO duties for:
   a) Not following DOC policies;
   b) Not adhering to safety practices as outlined in the modules;
   c) Not following standardized and approved modules (including task performance checklists, learning exercises, skill sets, and classroom demonstrations);
   d) Not representing the DOC in a positive manner;
   e) Not maintaining certification or not completing required training;
   f) Not providing training when scheduled;
   g) A written reprimand (or higher) for discipline is received; or
   h) An unsatisfactory work performance rating is received.

2. Removal must not exceed a period of one year or one performance review, whichever is longer. Following the time frame, a determination is made by the FTO's chain of command whether to reinstate back to FTO duties.

3. Reinstatement must follow protocols outlined in the initial application, including vetting the application through the FTO chain of command.

INTERNAL CONTROLS:

A. FTO training module completion is documented and retained in the agency-approved electronic training management system.

B. FTO committee meeting minutes are retained on the employee development iShare site.

ACA STANDARDS: None

REFERENCES: Minn. Stat. § 241.01, subd. 5

REPLACES: Division Directive 103.411, "Field Training Officer (FTO) Program, 7/19/16
All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means regarding this topic.

ATTACHMENTS: Daily Observation Report (103.411A)
Progress Report (103.411B)
FTO Module Performance Checklist (103.411C)
Instructor/Mentor/FTO Program Application (103.405B)

APPROVALS:
Deputy Commissioner, Community Services
Deputy Commissioner, Facility Services
Assistant Commissioner, Operations Support
Assistant Commissioner, Facility Services