Minnesota Department of Corrections

Policy Number:	**103.410**
Title:	**In-Service Training**
Effective Date:	**1/15/19**

PURPOSE: To promote individual, team, group, and agency proficiency, professional competence, and effectiveness through a standardized and consistent employee training and development program.

APPLICABILITY: Agency-wide

DEFINITIONS:

Annual training plan – agency-wide training plan as approved and signed by the department director of employee development outlining objectives and training development for a fiscal year. This plan is based upon a yearly analysis of the training needs of the agency.

Competency – related knowledge, skills, tasks, and behaviors that affect a major part of one's job, including a role or responsibility, that correlate with performance on the job, and that can be measured against well-accepted standards.

Competency-based training (CBT) credit – measurement that objectively determines whether an employee can demonstrate a competency based upon the employee's performance of the skill/knowledge/behavior/task while under the evaluation of an instructor/facilitator or subject matter expert.

Enterprise Learning Management (ELM) system – an agency-approved electronic training management system that provides registration, documentation of training, and course listings, including e-learning and web-based courses.

In-service training – training offered to employees to develop or maintain job proficiency, standards, or skill sets required by a particular job position.

Lesson plan – an organized and detailed significant learning event that identifies what a trainer is to say and do when teaching a skill.

Training event – an organized, planned, and evaluated activity designed to achieve a specific learning objective and/or enhance job performance or knowledge of participants.

PROCEDURES:

A. Administrative Functions

The department director of employee development annually prepares and submits a training plan to the assistant commissioner of operations support. This plan is based upon a yearly analysis of the training needs of the agency.

1. All department of corrections (DOC) staff must adhere to the DOC training requirements outlined in the annual training plan and the requirements cannot be lowered below the posted training standard. A facility may increase or add training requirements based on facility needs. Where curriculum has been developed and standardized, the facilities must follow the DOC-approved curriculum. Training plan requirements are developed for individuals with offender/resident contact and those with no offender/resident contact. The

training plan identifies participants' classifications and which categories of individuals need to take a particular course. The training plan is located on the employee development iShare site and includes such examples as:

a) Conflict resolution skill building (every other year);
b) Prison Rape Elimination Act (PREA) refresher (annually);
c) CPR/first aid (every other year);
d) Automated external defibrillator (AED) refresher (annually);
e) Radio refresher (annually);
f) Fire safety (annually);
g) Right to know – hazard communications (annually);
h) Suicide prevention (annually);
i) Firearms training (annually for web-based courses; and semi-annual weapons qualification);
j) Control holds (every other year);
k) Self-defense (every other year);
l) Bloodborne pathogens (annually);
m) Chemical refresher (annually);
n) Emergency plans (annually); and
o) Other mandatory topics as added throughout the year.

2. The training plan describes the methods to be used to ensure all staff, interns, and volunteers have the necessary knowledge, skills, and abilities to perform their assigned duties. Key aspects of training including: curriculum, methods of training, delivery method, instructor qualifications, trainee evaluations, and required resources. The training plan is reviewed at least annually, and updated as needed. In addition, the plan encompasses the standards, including such examples as:

a) Minnesota state statutes and federal law;
b) Federal Emergency Management Administration (FEMA), Homeland Security (incident command system), and National Incident Management System (NIMS);
c) State licensing;
d) Occupational Safety and Health Administration (OSHA);
e) American Correctional Association (ACA);
f) American Heart Association or similar organization;
g) National Institute of Corrections (NIC);
h) Scheduled professional development opportunities;
j) Review of the availability to train within the fiscal year; and
k) Reviews of all pre-service, in-service, and specialized training programs.

B. <u>Employee and Supervisor/Manager Requirements</u>

1. All department staff must complete training hour requirements as listed in the annual training plan, as signed and approved by the department director of employee development. Any deviation/changes to how/what training is delivered other than stated on the approved training plan must be approved by the department director of employee development or assistant director of employee development prior to giving training credit. The annual training plan can be obtained from employee development or through the employee development iShare page. The sophistication level and the amount of training required is based on the employee's need to know and the employee's job assignments. It is the responsibility of the employee to understand what training is required according to the annual training plan.

2. The agency develops and implements a comprehensive training plan that describes the methods to be used to ensure all staff, interns, and volunteers have the necessary knowledge, skills, and abilities to perform their assigned duties.

3. All staff must be trained in emergency procedures applicable to their work locations. This includes training on the agency's office safety plan, office configuration, and public contact.

4. Administrative, managerial, and supervisory staff must receive 40 hours of training in addition to orientation training during their first year of employment, and 40 hours of training each year thereafter in areas relevant to their positions as outlined in the training plan.

5. Correctional officers are required to receive 40 hours of training each year following orientation and academy.

6. All non-uniform staff who have regular or daily contact with offenders/residents are required to receive 40 hours of training in addition to their orientation training for their first year of employment, and 40 hours of training each year thereafter.

7. All support staff who have minimal contact with offenders/residents are required to receive 16 hours of training in addition to orientation training during their first year of employment, and 16 hours of training each year thereafter.

8. All field agents and caseworkers are required to receive 40 hours of training as soon as possible after their appointment, but no later than one year, and 40 hours of training each year thereafter.

9. All part-time facility employees who work less than 35 hours per week, intermittent employees, and contractors are required to receive training appropriate to their assignments as determined by the department director of employee development or assistant director of employee development. The sophistication level and the amount of training is based on the employee's need to know and the employee's job assignments. Additional consideration must be given to whether the job requires offender/resident contact or minimal/no offender/resident contact.

10. All part-time field services and central office employees who work less than 35 hours per week, intermittent employees, and contractors are required to receive training appropriate to their assignments as determined by the department director of employee development or assistant director of employee development.

11. Employees are expected to actively participate in all department sponsored training sessions they attend. Active participation includes participating in all class exercises (unless medical circumstances dictate otherwise), giving full attention to trainers/facilitators, and completing all class assignments.
    a) Employees who participate in a course have a responsibility to notify the instructor of any skill set or course objectives that cannot be physically demonstrated or completed, and to do so prior to demonstrating or participating in that objective or skill set.

b) Reasonable accommodations are provided on a case-by-case basis for any pre-existing physical condition that limits the ability of a student (who self-identifies to the instructor) to complete a course objective/objectives.

12. The department director of employee development ensures availability of necessary space and equipment, including library and reference services, for department training and staff development programs.

13. It is the responsibility of the employee to ensure training is accomplished and training credit is received.

14. It is the responsibility of the employee to ensure all license and certification requirements are met to remain proficient within the employee's job position. The costs associated with obtaining and maintaining credentials are the responsibility of the employee.

15. Employees are encouraged to seek outside training, seek professional memberships, and take continuing educational programs (e.g., workshops, seminars, criminal justice and allied professional associations/activities, and other formal education programs). For off-site training on state time, employees must receive permission from their supervisor and, at the facility level, also notify the facility training director.

16. Training is documented using standardized entries in the approved agency training management system and is retained in that system.

17. Review of training
At a minimum, supervisors and employees must together identify each employee's individual training goals and expectations compared to the annual training plan at the time of the employee's annual performance review, or as needed.
    a) Reference services are available to complement the training and staff development program.

    b) The training curriculum is developed based on clear, concise, and measurable written statements of intended training outcomes. The content and instructional methods selected for a training program are consistent with the stated learning objectives, sequenced to facilitate learning, and incorporate strategies to evaluate the learning.

    c) The agency director of employee development provides an ongoing, formal evaluation of all pre-services, in-service, and specialized training programs and completes an annual written evaluation report. The director sends that report to the assistant commissioner of operations and retains it in the employee development office.

C. <u>Pre-Promotional Requirements</u>
Supervisors must validate training during the performance review process.
1. Human resources (HR) staff maintain the mandatory requirements necessary for promotion to a specific job classification and include this information in the vacancy announcements on the state employment website.

2. It is the employee's responsibility to understand the training requirements needed for the employee's current position, to complete the training, and to ensure adherence with required training hours for promotion.

3. It is the supervisor's responsibility to validate the employee has completed the necessary training.

D. Post-Promotional Coursework

1. Newly appointed managers
   All newly appointed managers must complete the management development core program through MMB.

2. Newly appointed supervisors
   All newly appointed supervisors must complete:
   a) The supervisory core program through MMB, within the supervisor's first year; and
   b) The DOC's supervisor leadership development program, which consists of tools of the trade and learning to lead programs, within the supervisor's first 18 months.

3. New supervisors and managers are also required to complete 40 hours of supervisory training within one year of their assignment. At a minimum the training must consists of:
   a) Supervisory skills;
   b) General management;
   c) Labor law;
   d) Employee-management relations;
   e) Relationships with other service agencies; and
   f) Evidence-based practices for effective offender/resident intervention.

4. Corrections officer 3 and lead workers
   All corrections officer 3 and lead worker staff must satisfactorily complete the foundations for leadership program offered through employee development within one to three years after promotion to corrections officer 3 or lead worker.

E. Special teams – A-team responders

1. Training requirements for corrections officers who bid into A-team positions – the master curriculum for A-team training is provided through central office via employee development iShare site. A-team responders must receive 16 hours of additional (other than the required 40 hours) annual training encompassing the following specialized topics:
   a) Weapons defense/control holds (classroom);
   b) Advanced chemicals (classroom), direct chemical exposure training is required one time for corrections officers bidding into an A-team position (indirect exposure may occur during A-team training);
   c) De-escalation techniques (via online);
   d) Medical response (classroom);
   e) Cell extraction (classroom);
   f) Crime scene (via iShare);
   g) Advanced restraints (classroom);
   h) Fire response (via online);
   i) Mass movements (localized procedures at the facility level); and
   j) Emergency keys (localized procedures at the facility level).

2. Supervisors assigning A-team responders must ensure staff are proficient in operating the available handheld video camera equipment and alcohol breath testing equipment.

3. Training is documented using standardized entries in the agency-approved electronic training system, currently the Enterprise Learning Management (ELM) system.

F. Corrections agents, Sentencing to Service staff, and supervisors

Staff and supervisors must comply with Policy 203.015, "Offender/Resident Risk Assessments," Policy 205.110, "Institution Communitgy Work Crew (ICWC), Policy 205.115, "Sentencing to Service (STS) Program," Minn. Stat. § 241.67, and the field services director's instructions for specialized training. Field services staff who have caseloads report to a designated supervisor, who must be trained in supervisory functions.

G. Competency-Based Training (CBT) Process

1. Competency-based training (CBT) credit allows evaluations in lieu of an employee's attendance at a full classroom session; final CBT credit equivalence is awarded based on the total amount of classroom hours as determined by the department director of employee development.

2. The captain's group is the decision-making body responsible for reviewing the appropriate subject areas and determining whether CBT is mandatory or optional for security disciplines.

3. Only certified and trained instructors for the CBT discipline may administer the competency-based evaluations.

H. Job shadow program

1. Facility
   a) Employees may conduct job shadowing at the institution for a particular job position for career advancement. Permission is required from the employee's immediate supervisor. Employees must complete the Job Shadow Application form (attached) for consideration.
   b) Employees are eligible after one year of employment at the facility.
   c) Job shadows must be in a different job classification from the requesting employee, or at another facility where the employee has not previously worked.
   d) Job shadows cannot require an overnight stay.
   e) Facility employee development oversees the job shadow program and establishes procedures for tracking training credit.

2. Out of facility

   Employees must receive permission from their chain of command to pursue job shadowing outside of the facility. Out-of-facility job shadowing at another DOC facility is permissible. Employees must complete the Job Shadow Application form (attached) for consideration.

3. Hearings and release unit (HRU)

   Employees interested in shadowing in the hearings and release unit (HRU) must fill out the section of the Job Shadow Application form specific to this job shadow request.

4. Job shadowing in the offender/resident transition program
   a) The agency has a job shadow program specific to employees involved in offender transition programming.
   b) Employees who job shadow via this program are allowed up to 16 hours of job shadowing per fiscal year.
   c) The shadower contacts the host at the desired location; both must agree to the job shadow and work out the details.
   d) The shadower and host must both send e-mails with job shadow details to their respective supervisors to confirm approval of the job shadow.
   e) Upon completion of the job shadow, both the shadower and the host must send e-mail messages to their respective supervisors indicating the job shadow occurred, the date, the duration, and at least three learning points gleaned from the job shadow.
   f) The supervisors forward the e-mail with a note of approval to their respective training departments, where training credit is given.

5. Documentation of training
   a) Upon completion of the job shadow, the employee is responsible for electronically submitting a supplemental training request form via the ELM system for the actual number of hours spent job shadowing; with the exception of the offender/resident transition program job shadows.
   b) Training credit is given 1:1 for the shadower and 1:4 training credit for the person the job shadower follows.
   c) Job shadowing is limited to one job shadow opportunity per employee per fiscal year (not to exceed eight hours including the drive); with the exception of the offender/resident transition program job shadows.

6. Expenses
   a) Job shadows are self-initiated training and overtime is not paid.
   b) Expenses and state resources available are dependent on current contract language based on the job specification currently assigned to the employee at the time of the request.

I. Non-DOC staff training
Contractors, volunteers, interns, and part-time staff receive in-service training appropriate to their assignments, as determined by the DOC director of employee development.

J. Interns must refer to Policy 103.015, "Internship Program," for training requirements.

K. Facility volunteers and part-time staff training requirements are determined by the job assignments, in conjunction with the agency's assistant director of employee development.

INTERNAL CONTROLS:

A. In-service training is documented and retained in the ELM system.

B. In-service training requirements for staff are outlined in the annual training plan.

C. The annual evaluation report of training programs is retained in the employee development office.

ACA STANDARDS: 4-4073, 4-4074, 4-4078, 4-4080, 4-4082, 4-4083, 4-4084-1, 4-4086, 4-4087, 4-4088, 4-4089, 4-4090, 4-4091, 4-4092, 4-4093, 4-4220, 4-4229, 4-JCF-6E-02, 4-JCF-6E-03, 4-JCF-6E-04, 4-JCF-6E-05, 4-JCF-6E-06, 4-JCF-6E-10, 4-JCF-6E-11, 4-JCF-6E-12, 4-JCF-6E-14, 4-APPFS-3A-09, 4-APPFS-3A-12, 4-APPFS-3A-13, 4-APPFS-3A-14, 4-APPFS-3A-15, 4-APPFS-3A-16, 4-APPFS-3A-17, 4-APPFS-3A-18, 4-APPFS-3A-19, 4-APPFS-3A-24, 4-APPFS-3A-25, 4-APPFS-3A-26, 4-APPFS-3B-07.

REFERENCES: Minn. Stat. §§ 43A.21; 241.67, subd. 6; 241.01, subd. 5
Minnesota Management and Budget Administrative Procedure 21
Prison Rape Elimination Act (PREA), 28 C.F.R. §115 (2012)
Policy 103.015, "Internship Program"
Policy 203.015, "Offender/Resident Risk Assessments"
Policy 103.420, "Pre-Service and Orientation Training"

REPLACES: Policy 103.410, "In-Service Training," 7/5/16.
All facility policies, memos, or other communications whether verbal, written, or transmitted by electronic means, regarding this topic.

ATTACHMENTS: Job Shadow Application form (103.410B)
Training Course Roster form (103.410C)

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

Instructions
103.410FS, "Corrections Agent Career Development Process"