



Virginia Department of Corrections

Human Resources

Operating Procedure 102.6

Staff Onboarding and Orientation

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REVIEW

The Content Owner will review this operating procedure annually and re-write it no later than three years after the effective date.

The content owner reviewed this operating procedure in October 2024 and determined that no changes are needed.

COMPLIANCE

This operating procedure applies to all units operated by the Virginia Department of Corrections (DOC). Practices and procedures must comply with applicable State and Federal laws and regulations, American Correctional Association (ACA) standards, Prison Rape Elimination Act (PREA) standards, and DOC directives and operating procedures.

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DEFINITIONS

Employee - A person who is paid by the Department of Corrections on an hourly, salaried, or contractual basis, or who is paid by another state agency or outside vendor for working in a position within DOC or in a position that supervises inmates or probationers/parolees.

Employee Orientation - A program of introduction for employees, volunteers, and contract personnel new to the Department of Corrections or a Department of Corrections operating unit; orientation is in addition to and generally precedes any Basic Skills training related to the employee's specific position.

Fraternization - Employee association with inmates/probationers/parolees, their family members, or close friends of inmates/probationers/parolees, outside of employee job functions, that extends to unacceptable, unprofessional and prohibited behavior; examples include non-work related visits between inmates/probationers/parolees and employees, non-work related relationships with family members or close friends of inmates/probationers/parolees, connections on social media, discussing employee personal matters (marriage, children, work, etc.) with inmates/probationers/parolees, and engaging in romantic or sexual relationships with inmates/probationers/parolees.

Intern - An individual who is undergoing supervised practical training and is serving an internship to advance their area of study, without compensation from the DOC. Interns receiving compensation from the DOC are considered employees and will be managed in accordance with their employment status.

Organizational Unit Head - The person occupying the highest position in a DOC organizational unit, such as a correctional facility, Regional Office, Probation and Parole Office, Virginia Correctional Enterprises, Academy for Staff Development, Infrastructure and Environmental Management Unit, Agribusiness Unit, and individual Headquarters units, e.g., Human Resources, Offender Management, Internal Audit.

Volunteer - Any citizen of the community who, of their own free will, provides goods or services to the DOC without any financial gain.



PURPOSE

This operating procedure ensures that new employees of the Department of Corrections (DOC) receive a uniform orientation on policies and procedures that directly relate to their employment.

PROCEDURE

- I. Employee Onboarding
 - A. Employee onboarding is the strategic process of introducing new employees to the DOC, to include our mission, vision, organizational culture, management, colleagues, stakeholders, and key business practices.
 - B. The purpose of onboarding is to provide new employees with key information and resources to help them become productive members of the agency. Effective onboarding ensures new employees clearly understand the expectations of their role and feel welcomed within the agency.
 - C. Phases of onboarding include:
 1. Pre-boarding Documentation
 2. New Hire Orientation
 3. Formal Training - Initial and other Required Training
 4. Informal Training - On-the-Job Training
- II. Pre-boarding Documentation
 - A. The completion of employment paperwork prior to a candidate's start date can help maximize the time spent focusing on agency relevant information during new hire orientation. It also allows for resources to be gathered, requested, and readied in anticipation of the candidate's start date.
 - B. Once a candidate has signed and returned their employment offer letter, the Human Resource Office or designee should contact the candidate and provide them the following documents for completion:
 1. *Authority for the Release of Information* 102_F7
 2. *Background Investigation Questionnaire* 102_F2
 3. *Employee Personal Data Sheet* 102_F25
 4. USCIS I-9, Employment Eligibility Verification
 - C. Upon receipt of these documents, the Human Resource Officer or designee should forward the candidate additional employment documents for review and completion. These forms may be provided directly or via internet links as applicable. These forms shall include but are not limited to the following:
 1. DOC Employee Handbook
 2. W-4, federal tax withholding form
 3. V-4, state tax withholding form
 4. Direct Deposit Authorization
 5. Operating Procedure 102.7, *Employee Records and Authorization for On-going License and Background Checks* 102_F8
 6. Operating Procedure 135.4, *Alcohol and Drug Testing* including associated Attachment 1, *Receipt of Operating Procedure 135.4*, and Attachment 2, *Notice of Safety Sensitive Designation*
 7. Operating Procedure 310.2, *Information Technology Security and the Windows User Information Security Agreement* 310_F3
 8. State Issued Property Agreement
 9. Genetic Information Nondiscrimination Act of 2008 acknowledgement form



10. *Employee Medical Evaluation 102_F17* (page 1)
11. VRS Membership pre-employment questionnaire
12. Health Insurance enrollment form and benefits information

III. New Hire Orientation Program

- A. The Organizational Unit Head or designee, usually the employee's supervisor or onsite Human Resources contact, should provide orientation to each employee new to the DOC unit before the person assumes any job duties within the unit.
1. Orientation is in addition to and generally precedes any Basic Skills or other required training related to the employee's specific position; see Operating Procedure 350.2, *Training and Development*.
 2. Whenever possible, the new hire orientation program should be completed within the employee's first five working days.
 3. Subject Matter Specialists may be designated to provide orientation on specific subjects related to the new employee's work location.
 4. New employees must complete and submit Attachment 1, *Department of Corrections New Hire Orientation Checklist* to the Human Resource Office to acknowledge completion of each subject area covered during orientation. These completed forms must be placed in the employee's personnel file.
- B. New employees must receive orientation to the functions and organizational relationships of the DOC and the organizational unit. The orientation must include at least the following subjects:
1. The role and function that the employee's position plays in accomplishing the mission of the DOC.
 2. The employee's obligations, responsibilities, benefits, rights, privileges, protections with respect to equal employment opportunity, prohibitions in the Governor's Executive Order 1 (2018), *Equal Opportunity*, and federal law concerning sexual harassment, discrimination, and retaliation.
 3. The on and off the job public relations aspects of the employee's job to include: the employee use of social media outlets, especially as related to contact with inmates/probationers/parolees after release, while they are still on supervision, and contacts with family members and close friends of inmates who are incarcerated.
 4. The use and practice of Dialogue within the organization.
 5. The completion of an initial 40-hour orientation/training program before undertaking their job assignments. (5-ACI-1D-10; 4-ACRS-7B-14; 4-APPFS-3A-05; 2-CO-1D-05)
 - a. Training credit may be allowed for subjects waived due to prior training for experienced persons transferring from other DOC units or assuming new duties within the unit.
 - b. All such training must be documented on the employees' official Academy for Staff Development transcript. The Director of Human Resources must approve waivers in advance.
- C. The new hire orientation program should be tailored to the needs of the organizational unit and to the duties of the person receiving orientation.
- D. Experienced staff transferring from other DOC units or assuming new duties within the unit are not required to participate in the orientation program again during their same period of employment with the DOC, unless the Organizational Unit Head requires them to complete portions of the program relevant to their new duties and/or work location.
- E. Orientation must cover the following subject areas and additional subjects may be covered in each area as needed:
1. Human Resources and personnel practices, rights, and expectations
 - a. Processing of necessary personnel and payroll records, see Operating Procedure 102.2, *Recruitment, Selection, and Appointment*



- b. Employee benefits
 - c. Employee Grievance Procedure; see Operating Procedure 145.4, *Employee Grievances*
 - d. Procedures related to work hours, overtime requirements, and other working conditions.
 - e. Access to Human Resource procedures and practices
 - f. A Notary Public should administer the Oath of Office to all newly hired Corrections Officers prior to the end of their first day, to be documented using the Corrections Officer Oath of Office/ Appointment Authorization 102_F21
2. Local Operating Procedures or Implementation Memorandums specific to the facility/unit, such as but not limited to:
 - a. Security Operations
 - b. Emergency Plans
 3. Appropriate/Inappropriate conduct with inmates/probationers/parolees i.e., fraternization; see Operating Procedure, 135.2 *Rules of Conduct Governing Employees Relationships with Inmates and Probationers/Parolees*. (5-ACI-1D-10)
 4. Procedures related to standards of conduct, code of ethics, conflict of interest, drug policy, and relationships with employees and inmates/probationers/parolees (4-ACRS 7C-01)

IV. New Hire Orientation Program - Location Specific Subjects

- A. Institutions - in addition to subjects required by other sections of this operating procedure, the orientation program must include at least the following subjects: (5-ACI-1D-10)
 - a. The purpose, goals, policies, and procedures for DOC and the facility
 - b. Security and contraband requirements
 - c. Key control
 - d. Tool control
 - e. Report preparation
 - f. The employee's obligations, responsibilities, benefits, rights, privileges, and the prohibitions concerning sexual harassment, religious prejudice, and ensuring the rights of all protected classes of individuals as detailed in the Governor's Executive Order 1 (2018), *Equal Opportunity*.
 - g. Universal precautions
 - h. Occupational exposure hazards
 - i. Personal protective equipment
 - j. Biohazardous waste disposal
 - k. An overview of the correctional field
 - l. Emergency plans that are tailored to the mission and physical layout of the organizational unit (4-ACRS-7B-14)
 - i. Evacuation Plan
 - ii. Fire and Safety Response
 - iii. Terrorism and Security Awareness
 - iv. Inclement Weather Operations/Notifications
 - v. Hostage Response
 - m. Aspects of sexual abuse and harassment
 - n. Procedures for the suicide prevention plan
 - o. Recognizing signs and symptoms of mental illness
 - p. Sustainable and environmentally responsible practices (5-ACI-1A-04)
- B. Community Corrections Alternative Program (CCAP) facilities - in addition to subjects required by other

sections of this operating procedure, the orientation must include the following subjects: (4-ACRS-7B-14)

1. A historical perspective of the facility
2. Facility goals and objectives
3. Program rules and regulations
4. Job responsibilities
5. Personnel operating procedures
6. Probationer/parolee supervision
7. Report preparation
8. The emergency plans.
9. Aspects of sexual abuse and harassment
10. Procedures for the suicide prevention plan
11. Recognizing signs and symptoms of mental illness

C. Probation and Parole Offices

1. All new employees must receive a formalized initial 40-hour orientation/training program before undertaking their job assignments within the first 90 days of employment.
2. The orientation/training must include at least the following subjects: (4-APPFS-3A-05)
 - a. Orientation to the purpose, goals, policies, and procedures of the Probation and Parole Office and the DOC
 - b. Working conditions and regulations
 - c. Office, employee safety, and security
 - d. The employee's obligations, responsibilities, benefits, rights, privileges, and the prohibitions concerning sexual harassment, religious prejudice, and ensuring the rights of all protected classes of individuals as detailed in the Governor's Executive Order 1 (2018), *Equal Opportunity*.
 - e. DOC Code of Ethics
 - f. An overview of the correctional field
 - g. Depending on the employee and the particular job requirements, orientation training may include preparatory instruction related to the particular job.

D. Academy for Staff Development (ASD)

1. All new employees receive orientation training before undertaking their assignments.
2. The orientation must include at least the following subjects: (1-CTA-3A-09)
 - a. Orientation to the purpose, goals, policies, and procedures of the ASD and DOC
 - b. Working conditions and regulations
 - c. Employee rights and responsibilities
 - d. Security responsibilities
 - e. Personnel practices
 - f. The employee's obligations, responsibilities, benefits, rights, privileges, and the prohibitions concerning sexual harassment, religious prejudice, and ensuring the rights of all protected classes of individuals as detailed in the Governor's Executive Order 1 (2018), *Equal Opportunity*.
 - g. Academy for Staff Development emergency plans
 - h. Depending on the employee and the particular job requirements, orientation training may include preparatory instruction related to the particular job.



E. Virginia Correctional Enterprises (VCE)

1. All VCE employees, interns, volunteers, and contract personnel receive formal orientation appropriate to their assignments, and additional training, as needed. (2-CI-6C-6)
2. All new VCE employees, interns, volunteers, and contractors acknowledge in writing that they have reviewed facility work rules, ethics, regulations, and related documents. (2-CI-6C-3)
3. VCE employees are provided with information that describes their conditions of employment and they acknowledge that they have received this information in writing. A copy of the acknowledgment is placed in their personnel file. (2-CI-6D-4)

F. Case Management Counselors

1. Counselors must complete the *Case Management Counselor Orientation and Training Requirements (COAT)* 102_F22 within 12 months of hire.
2. Counselors must complete the *Basic Skills for Counselors Pre-course Work Checklist* 102_F20 to be taken to the first day of *Basic Skills for Basic Skills for Case Management Counselors* training.

G. All part-time employees, interns, volunteers, and contract personnel receive formal orientation appropriate to their assignments and additional training as needed; see Operating Procedure 027.1, *Volunteer Program and Internships*. (5-ACI-1D-17; 4-ACRS-7B-18; 4-APPFS-1C-06)**V. Prison Rape Elimination Act (PREA) Orientation and Training****A. DOC Employees**

1. The DOC will train all employees who may have contact with inmates and CCAP probationers/parolees on: (§115.31[a], §115.231[a])
 - a. Its zero-tolerance policy for sexual abuse and sexual harassment
 - b. How to fulfill their responsibilities under DOC sexual abuse and sexual harassment prevention, detection, reporting, and response procedures
 - c. Inmate and CCAP probationer/parolee right to be free from sexual abuse and sexual harassment.
 - d. The right of inmates and CCAP probationers/parolees and employees to be free from retaliation for reporting sexual abuse and sexual harassment
 - e. The dynamics of sexual abuse and sexual harassment in confinement
 - f. The common reactions of sexual abuse and sexual harassment victims
 - g. How to detect and respond to signs of threatened and actual sexual abuse
 - h. How to avoid inappropriate relationships with inmates and CCAP probationers/parolees
 - i. How to communicate effectively and professionally with inmates and CCAP probationers/parolees, including lesbian, gay, bisexual, transgender, intersex, or gender nonconforming inmates and CCAP probationers/parolees
 - j. How to comply with relevant laws related to mandatory reporting of sexual abuse to outside authorities.
2. Training is tailored to the gender of the inmates and CCAP probationers/parolees at the employee's facility. The employee must receive additional training if the employee is reassigned from a facility that houses only male inmates or CCAP probationers/parolees to a facility that houses only female inmates or CCAP probationers/parolees, or vice versa. (§115.31[b], §115.231[b])
3. The agency will document through employee signature or electronic verification that employees understand the training they have received. (§115.31[d], §115.231[d])

B. Volunteers, Interns, and Contractors

1. The agency must ensure that all interns, volunteers, and contractors who have contact or could have contact with inmates and CCAP probationers/parolees have been trained on their responsibilities under



the DOC sexual abuse and sexual harassment prevention, detection, and response procedures and have signed the *Prison Rape Elimination Act (PREA) Training Acknowledgement* attachment to Operating Procedure 038.3, *Prison Rape Elimination Act (PREA)*. (§115.32[a], §115.232[a])

2. The level and type of training provided to interns, volunteers and contractors will be based on the services they provide and level of contact they have with inmates and CCAP probationers/parolees, but all interns, volunteers and contractors who have contact with inmates and CCAP probationers/parolees must be notified of the agency's zero-tolerance policy regarding sexual abuse and sexual harassment and informed how to report such incidents. (§115.32[b], §115.232[b])
 3. The agency will maintain documentation confirming that interns, volunteers, and contractors understand the training they have received. (§115.32[c], §115.232[c])
 4. Long-term, full-time contract employees with offender contact, (such as privatized medical provider staff), must comply with the same orientation and training requirements as equivalent DOC employees.
- C. Health Care Providers - Medical and mental health care providers must also receive the training mandated for employees or for contractors, interns, and volunteers depending upon the provider's status in the DOC. (§115.35[d], §115.235[d])

VI. Onboarding for New Supervisors

- A. Employees promoted to new supervisory roles also have a period of onboarding for their new role as they learn the expectations for their position and are connected with information and resources needed to successfully transition into their role.
- B. Senior leadership can assist newly promoted supervisors by clearly explaining the expectations and job duties of their new role by updating and issuing a new Employee Work Profile (EWP) within 30 calendar days of their promotion date.
- C. Additional guidance can be provided in the form of a mentor to assist the new supervisor with their transition into their new role.
- D. New supervisors must complete the *Basic Skills for New Supervisors* training program within six months of hire.

REFERENCES

Governor's Executive Order 1 (2018), *Equal Opportunity*

Operating Procedure 027.1, *Volunteer Program and Internships*

Operating Procedure 038.3, *Prison Rape Elimination Act (PREA)*

Operating Procedure 102.2, *Recruitment, Selection, and Appointment*

Operating Procedure 135.2, *Rules of Conduct Governing Employees Relationships with Inmates and Probationers/Parolees*

Operating Procedure 145.4, *Employee Grievances*

Operating Procedure 302.3, *Sustainability Plan*

Operating Procedure 350.2, *Training and Development*

ATTACHMENTS

Attachment 1, *Department of Corrections New Hire Orientation Checklist*

FORM CITATIONS

Basic Skills for Counselors Pre-course Work Checklist 102_F20

Corrections Officer Oath of Office/ Appointment Authorization 102_F21



Case Management Counselor Orientation and Training Requirements (COAT) 102_F22

