



# Operating Procedure

<b>Effective Date</b> June 1, 2018	<b>Number</b> 350.1
<b>Amended</b>	<b>Operating Level</b> Department
<b>Supersedes</b> Operating Procedure 350.1 (5/1/15)	
<b>Authority</b> COV §2.2-3705.1 (1)., §9.1-102, §53.1-10, §53.1-29 DCJS 6VAC20-30, 6VAC20-70, 6VAC20-100	
<b>ACA/PREA Standards</b> 4-4073, 4-4074, 4-4075, 4-4076, 4-4077, 4-4078, 4-4079, 4-4080; 4-ACRS-7B-10, 4-ACRS-7B-11, 4-ACRS-7B-12, 4-ACRS-7B-13; 4-APPFS-3A-06, 4-APPFS-3A-07, 4-APPFS-3A-08, 4-APPFS-3A-09, 4-APPFS-3A-10, 4-APPFS-3A-11, 4-APPFS-3A-12, 4-APPFS-3A-19; 2-CO-1D-01, 2-CO-1D-03; 1-CTA-1A-01, 1-CTA-1A-02, 1-CTA-1A-03, 1-CTA-1A-04, 1-CTA-1A-05, 1-CTA-1A-07, 1-CTA-1A-09, 1-CTA-1A-11, 1-CTA-1A-12, 1-CTA-1A-13, 1-CTA-1A-14, 1-CTA-1A-15, 1-CTA-1C-01, 1-CTA-1C-02, 1-CTA-1D-02, 1-CTA-1D-03, 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-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	
<b>Incarcerated Offender Access</b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	<b>Public Access</b> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <b>Attachments</b> Yes <input checked="" type="checkbox"/> #6 No <input type="checkbox"/>
<b>Office of Primary Responsibility</b> Training Director, Academy for Staff Development	

## TRAINING ADMINISTRATION

### I. PURPOSE

This operating procedure establishes the organizational structure and administrative plan for the Department of Corrections Academy for Staff Development and satellite academies.

### II. COMPLIANCE

This operating procedure applies to all units operated by the Department of Corrections (DOC). Practices and procedures shall comply with applicable State and Federal laws and regulations, Board of Corrections policies and regulations, ACA standards, PREA standards, and DOC directives and operating procedures.

### III. DEFINITIONS

**Academy** - Any DCJS certified training school operated by the DOC; includes the Academy for Staff Development (ASD), Academy for Staff Development - West (ASD-W), and satellite academies (including institutional training schools).

**Curriculum** - Individual subjects comprising a course of study approved by the ASD Training Director

**Institutional Training Officer (ITO)** - The institutional staff member that serves as the head of a DOC institutional training school (satellite academy)

**Instructional Systems Design** - A curriculum design process in which the current state of the student is assessed, the end goal of instruction is defined, and a process for transitioning the student towards the goal is designed and implemented.

**Required Training** - A training program required to meet established Department of Corrections policies and procedures or Department of Criminal Justice Services standards relative to the employee's knowledge of and ability to perform work functions

**Satellite Academy** - A training facility (normally at or in the vicinity of a major institution and referred to as an institutional training school) that operates under the authority of the Academy for Staff Development

**Training** - A series of structured learning experiences, excluding academic or technical school course work, designed to help employees acquire or enhance their knowledge, skills, and ability to understand and effectively perform their specific work duties

**Training Credit** - The number of hours the employee is awarded by the DOC for verified participation in, and satisfactory completion of a training program or approved employee development program (including approved non-DOC training); DOC training credit may pertain to DCJS, ACA, or DOC training requirements. Training credit to meet specific training requirements will be designated at the time of award. Only training that is entered into the Virginia Learning Center (VLC) will be tracked for reporting purposes and recorded on the person's training transcript.

**Training Plan** - A formalized written plan developed for each academy that identifies the DOC employee training needs and outlines the goals, objectives, and strategies designed to meet these needs.

**Training Record** - The employee's official DOC training and development history that shall be maintained by the ASD Registrar

**Training Requirements** - Information showing training programs identified as meeting or as applicable to specific training standards

#### IV. PROCEDURE

##### A. Training Director

1. The Virginia Department of Corrections Academy for Staff Development (ASD) is administered by a Training Director selected in accordance with Operating Procedure 102.2, *Recruitment, Selection and Appointment*, and approved by the Director to be responsible for its management and operations. (1-CTA-1A-05)
  - a. The DOC Deputy Director of Administration supervises the Training Director and the Academy for Staff Development.
  - b. The Training Director is in charge of all personnel, volunteers, programs, and activities connected with the Academy. (1-CTA-1A-04)
  - c. The Training Director plans, coordinates and supervises all training programs within the Department of Corrections. (4-ACRS-7B-10; 2-CO-1D-01) All training personnel within the DOC are responsible to the ASD Training Director for matters relating to training.
  - d. The Academy will maintain a written document describing the facility's organization including an organizational chart that groups similar functions, services, and activities in administrative sub-units. This document is reviewed annually and updated as needed. (1-CTA-1A-09, 1-CTA-1C-01)
  - e. The staffing requirements for all categories of personnel are determined on an ongoing basis to ensure that required programs and services are being provided and the Academy can perform its mission. (1-CTA-1C-02)
2. To be considered qualified, the Training Director, at a minimum, should possess the following preferred qualifications: a bachelor's degree in an appropriate discipline, significant related administrative experience, and a demonstrated administrative ability and leadership. The degree qualification may be satisfied by completion of a career development program that includes work-related experience, training, or college credits at a level of achievements equivalent to a bachelor's degree. (2-CO-1D-01; 1-CTA-1A-07)
3. The Training Director will be responsible for a written document delineating the Academy's mission within the context of the total correctional system. This document will be reviewed at least annually and updated as needed. (1-CTA-1A-01)
4. The Training Director will formulate goals for the Academy at least annually and translate them into measurable objectives. (1-CTA-1A-02)
  - a. These objectives shall be specific and defined in writing to serve as the Academy's criteria for evaluating overall performance. (1-CTA-1D-03)
  - b. There will be an internal system that monitors operations and training programs through inspections and reviews on an annual basis. (1-CTA-1A-14)
  - c. The Training Director will report Academy activities at least annually to the Deputy Director of

Administration. These reports are in writing and include major developments relating Academy progress and objectives. (1-CTA-1A-15)

5. The Training Director or designee will ensure that the ASD, the ASD - Marion, and all academy satellite training facilities meet DCJS academy certification standards. The Training Director or designee will represent the DOC and provide input into the formulation of all training rules promulgated by DCJS, ACA, and other state or federal agencies.
6. The Training Director will ensure that policies and procedures for operating and maintaining the Academy are made available on the Virtual Library and other locations as needed to be accessible to all employees. Each operating procedure is reviewed at least annually and updated as needed. (1-CTA-1A-11)
7. New and revised policies and procedures are disseminated to students and staff as appropriate. (1-CTA-1A-12)
8. The Training Director will provide for monthly meetings with all department heads and between department heads and their key staff members. (1-CTA-1A-13)
  - a. These meetings provide a forum to share information regarding DOC and Academy programs, to establish a process for employee input into Academy planning and problem solving, and employee participation in the formulation of the policies, procedures, and programs. (1-CTA-1A-03)
  - b. Minutes of these meetings should be maintained by the respective supervisor and made available to staff as appropriate.
9. The Academy as part of the DOC shall collaborate with criminal justice and service agencies in research activities, information gathering, exchange, and standardization. (1-CTA-1D-02)

#### B. Needs Assessment and Accreditation

1. The Training Director shall ensure employee training, and development activities are planned consistent with the current and projected needs of the DOC and that training resources are effectively used to promote the mission, goals, and objectives of the DOC. These needs shall be evaluated at least annually. (4-APPFS-3A-10)
2. The Training Director or designee shall plan, coordinate, and supervise appropriate needs assessments, job/task analyses, and measurable, performance-based learning objectives to create high quality, job-related staff development and student training programs and learning objectives. Training program planning shall be conducted at least annually. (4-4075; 4-ACRS-7B-11; 4-APPFS-3A-06, 4-APPFS-3A-07, 4-APPFS-3A-11; 1-CTA-3A-01, 1-CTA-3A-03)
3. The job/task analysis used to determine knowledge, skills, and abilities will be based on statistically-valid practices. (4-APPFS-3A-11)
4. The Training Director or designee will provide official training documentation to DCJS including training schedules, program changes, mandated training curricula, and employee status information.

#### C. Annual Training Plans

1. The Training Director or designee is responsible for overseeing the development and completion of the *Academy for Staff Development Annual Training Plan*. The Training Director or designee will ensure that the Training Plan includes the following information: (1-CTA-3A-04)
  - a. A list of all training courses to be offered during the calendar year
  - b. Course objectives
  - c. The dates the courses/classes will be presented
  - d. A brief synopsis of the course content, length, employee target audience, objectives, prerequisites for admittance, and required pre-course work
  - e. Enrollment information
  - f. The needs assessment process utilized to determine course need, development, and scheduling

requirements

2. Training plans will incorporate measures to ensure that employees, interns, and volunteers have the necessary knowledge, skills, and abilities to perform their assigned duties. These plans will be reviewed on an annual basis and updated as needed. (4-APPFS-3A-12)
3. The training plan will provide a standardized, competency based set of courses supported by appropriate materials and classroom resources. (1-CTA-3A-15)
4. The training plan should provide for other staff development courses in addition to the required basic and in-service training courses. (1-CTA-1C-01)
5. The Training Director or designee shall advise all DOC managers and employees of established training requirements to ensure that provisions are made to meet training requirements and employees are advised of the programs available to meet these requirements.
6. The Annual Training Plan for the next calendar year will be completed, reviewed and approved by the Training Director or designee by November 1<sup>st</sup> of each year.
  - a. The *Academy Training Course Schedule* for the upcoming calendar year must be completed and entered into the VLC (Virginia Learning Center) by November 15<sup>th</sup> of each year.
  - b. The Training Director and or designee will work with an advisory training committee of DOC staff consisting of personnel from the ASD, headquarters, and operating units, who will review the *Academy for Staff Development Annual Training Plan* and comment prior to November 1<sup>st</sup> of each year. (1-CTA-3A-05)
  - c. Each course of instruction shall have a class schedule that includes the name of each class, time and date of each class, and scheduled instructor. (1-CTA-3A-13)
7. The Academy for Staff Development works on an alternate holiday schedule approved by the Department of Human Resource Management (see Attachment 5). Training (particularly Basic Skills) may be conducted on official State holidays; participants' work schedules should be adjusted and or leave earned in accordance with Operating Procedure 110.2, *Overtime and Schedule Adjustments*.

D. Satellite Academies

1. Satellite academy training plans will be developed by an advisory training committee comprised of the facility's training coordinator and representatives from other departments in the facility. The committee shall meet at least quarterly to review progress and resolve problems, and a written record of these meetings will be forwarded to the Facility Unit Head. (4-4076)
2. Employee staff development and training programs at institutions shall be planned, coordinated, and supervised by an Institutional Training Officer (ITO) or Assistant Institutional Training Officer (AITO) who is a supervisory employee with current instructor qualifications, and these programs shall be reviewed annually. (4-4073)
3. Each facility with a satellite academy will:
  - a. Make the necessary space and equipment available for the training and staff development program (4-4080)
  - b. Make library and reference services available to complement the training and staff development program (4-4078, 1-CTA-3A-07)
  - c. Use the resources of public and private agencies, private industry, colleges, universities, and libraries to enrich the training and staff development program (4-4079, 4-ACRS-7B-13, 1-CTA-3A-08)
4. ASD Field Assessment Unit
  - a. The ASD Field Assessment Unit shall audit satellite academies bi-annually to ensure that facilities, training delivered, and documentation are in compliance with DCJS and DOC requirements. A pre-audit shall be done during the alternate year to ensure standards are being met prior to the official audit.

- b. All training facilities shall meet requirements established by DCJS and the ASD; and shall be inspected and approved by the ASD Field Assessment Unit prior to use.
  - c. If approved training facilities/sites are not available, the ITO will contact the ASD Field Assessment Unit to arrange for inspection and approval of alternate facilities/sites.
5. Each ASD training staff member should make at least one site visit annually to an operational unit where their students are employed, provided funding is available. The visit and report shall be planned to achieve:
- a. Better understanding of field operational requirements
  - b. Standardized reporting of student/supervisory feedback of training impact
  - c. Data collection for the planning of future training services
6. The Training and Development Manager - Operations may require visits by operations staff where appropriate to achieve the objectives noted above.
7. Within two weeks of their visit, the trainer must complete the [\*Field Visit Interview Summary\*](#) 350\_F7 and submit it to their supervisor.
8. The supervisor will review the *Summary* and forward it to the appropriate Training and Development Manager for review and forwarding to the Training Director.

#### E. Field Training Officer (FTO) Program

1. The Field Training Officer (FTO) Program is intended to support the development and retention of a well-trained security work force by maximizing the opportunities for Officers-in-Training (OITs) to complete Phase IV of the Basic Corrections Officer (BCO) curriculum; providing instruction, encouragement and correction so that each OIT is willing and able to work independently; enhancing the confidence of new officers by serving as a knowledgeable, supportive and professional role model; and demonstrating strong work habits while instilling them in others.
2. Each facility is provided an established number of FTOs necessary to meet the operational needs of the facility and facilities must stay within their predetermined number of active FTOs.
3. Facilities should maintain a list of alternate FTOs to utilize in the event active FTOs are removed after selection.
4. Facilities may consider the employee for an In-band Adjustment (see Operating Procedure 102.4, *Compensation*) if the employee meets the standards established within that procedure. All considerations for an In-band Adjustment will be coordinated with the appropriate representative from the Human Resources Department at Headquarters.
5. Field Training Officer Eligibility and Suitability
  - a. Eligibility - Any officer selected as an FTO must meet the following criteria:
    - i. Be a certified Corrections Officer, Senior with at least one year of continuous service as a certified Officer with the DOC.
    - ii. At least six months of continuous service as a Corrections Officer, Senior at current facility (This criteria may be waived if officer was placed due to facility closing)
    - iii. Have consistently demonstrated excellent work performance with a rating of "Contributor" or above on the last performance evaluation.
    - iv. Demonstrated willingness and physical ability to work all shifts and posts
    - v. Worked assigned schedule with no unacceptable absences
    - vi. Current on all required training certifications to include mandatory weapons certification.
    - vii. Have no active group notices or other active disciplinary actions in their record. If an FTO receives disciplinary action under Operating Procedure 135.1, *Standards of Conduct*, they shall be immediately removed from FTO status. When no active disciplinary actions exist in the individual's record, they may reapply for FTO status.
  - b. Suitability

- i. Has effective written and oral communication skills
  - ii. Conducts themselves as a role model, presents neat and professional uniform dress, appearance, and demeanor
  - iii. Has demonstrated the ability to perform complex or demanding assignments with minimal supervision.
  - iv. Demonstrates conscientiousness and thoroughness in assigned duties and operates in compliance with current DOC procedures.
- c. Waivers to the eligibility criteria listed above may be granted when new facilities are opened and for employees that are impacted by reduction in workforce.
- d. Application and Selection as a Facility FTO
- i. The Facility Unit Head should post an announcement for a minimum of two weeks notifying eligible staff of the opportunity to apply for consideration as a facility FTO.
  - ii. Eligible Corrections Officer Seniors who have interest in serving as a FTO must complete the [FTO Application](#) 350\_F28 and submit it through their supervisor, Unit Manager (if applicable) and Shift Commander for their recommendations.
  - iii. The supervisor, Unit Manager, and Shift Commander's recommendations will be documented on the [Supervisory Review](#) 350\_F29 and forwarded with the [FTO Application](#) 350\_F28 to the Human Resource Officer who will review facility documentation and confirm the applicant meets all FTO eligibility criteria.
  - iv. The Human Resource Officer will document their findings on the [Administrative Review](#) 350\_F30 and will forward the [FTO Application](#) 350\_F28, [Supervisory Review](#) 350\_F29, and [Administrative Review](#) 350\_F30 to the ITO for review.
  - v. The ITO will verify the applicant has successfully completed all mandatory training and will confirm completion of the training on the [Administrative Review](#) 350\_F30.
  - vi. Qualified candidates at major institutions will be scheduled for an interview panel with the Chief of Security, Unit Manager, and ITO. Candidates at smaller units will be scheduled for an interview panel with the Chief of Security and a security supervisor.
  - vii. Panel recommendations will be forwarded to the Warden or Superintendent as applicable for final review and selection.
  - viii. The Facility Unit Head will have final authority on FTO selection and assignment. Assignment as an FTO may be revoked at any time by the appointing authority.
- e. Within two months from the date of selection and prior to assuming the duties of an FTO, a Corrections Officer must complete the FTO training program established by the ASD.
- i. FTO training is a specialized program and may only be conducted by instructors identified by the ASD.
  - ii. FTO candidates who are not able to complete certification in the specified time period will be eligible for reconsideration as an FTO, the next time a position is available.
- f. Each FTO must continue to meet the pre-established eligibility requirements and criteria in order to remain in an FTO role.
- i. Maintain all initial eligibility requirements
  - ii. Complete the 16-hour FTO recertification training once every two years
  - iii. Complete and pass weapons recertification
  - iv. Complete Effective Communication Training
  - v. Attend mandatory training each year in communication, mentoring, and leadership or other related training

#### F. Outside Agency Training

1. The Training Director, Training and Development Manager - Training, or Training and Development Manager - Operations may approve attendance at ASD coordinated programs by employees from outside agencies. Individuals who are approved to attend ASD training programs will be informed of the charges, in writing, at the time of confirmation.

2. Fee structures will be established by the Training and Development Manager - Operations and approved by the Training Director and the Deputy Director for Administration. (see Attachment 6, *ASD Schedule of Fees*)
3. A check, made payable to the Treasurer of Virginia, for the total amount will be due in the ASD Accounting Office by 10:30 AM the first morning of the training program.

#### G. ASD Utilization by Other DOC Groups

1. Non-Academy DOC groups may utilize ASD facilities (including ASD-Marion) (i.e. conferences, workshops, etc.) when authorized by the Training Director or designee. Authorization will be based on effect on current operations, type and duration of request, and benefit to community relations.
2. A written request will be submitted to the Training Director or designee stating the reason for the request, date, time of use, number of persons, and resources/services needed.
3. If approval is recommended, the requestor will be referred to the appropriate instructor or special events coordinator. The instructor or special events coordinator will provide the requestor with the appropriate forms to plan the event (*Event Planning Package*, [Training Credit Approval 350\\_F1](#), etc.).
4. Once the *Event Planning Package*, *Training Credit Approval* forms, and draft agenda are completed, the instructor or special events coordinator will take documentation to an operational planning meeting for a final decision by the Training and Development Manager - Operations.
5. The Training Director or designee may suspend or revoke the permission to use the facility if conditions warrant such action.

#### H. Instructor Qualifications

1. The ASD will ensure that trainers and adjunct faculty who provide mandated and required training are qualified in the areas in which they conduct training and meet requirements for trainer certification and re-certification, as established by the ASD or DCJS. (4-ACRS-7B-12)
  - a. The qualified individuals coordinating the staff development and student training programs have specialized training for those positions. Full-time training personnel shall possess at least a GED or high school diploma and have completed a 40-hour training-for-trainers course and must, at a minimum, have a combination of college education, training, or experience that total at least five years. (4-4074; 4-APPFS-3A-08; 1-CTA-3A-02)
  - b. An instructor with an appropriate DCJS Instructor Certification will teach all DCJS courses.
  - c. Instructors shall be trained to respond to emergency health-related situations. They shall be trained in the administration of first aid and methods of obtaining assistance. (1-CTA-3A-19)
2. Satellite Academies, Institutional Training Officers (ITO) and Assistant Institutional Training Officers (AITO)
  - a. Prior to delivering training as an ITO or AITO, an individual must possess, at a minimum, a current DCJS General Instructor certification based on completion of at least a 40-hour training-for-trainers course. (4-4074)
  - b. Within 30 days of appointment to an ITO or AITO position, the new ITO or AITO must meet with a representative of the ASD Field Assessment Unit for orientation.
3. Specialized Training Qualifications
  - a. Trainers must have specialized training or certifications to provide instruction in specialty subjects identified by DCJS or the ASD. (i.e., Firearms, Defensive Tactics, Driver Training, Baton, Chemical and Impact Munitions, Electronic Immobilization Devices, Mental Health, FTO, Gang Identification and Tracking, CPR, First Aid, etc.).
  - b. All firearm instructors are certified by DCJS to conduct such training. (1-CTA-3A-16)
  - c. All instructors authorized to train others in the use of chemical agents have been certified by DCJS to conduct such training. All instructors must have been trained in the treatment of individuals exposed to a chemical agent. (1-CTA-3A-17)

- d. All instructors authorized to train others in the use of force and unarmed self-defense must have been certified by DCJS to conduct such training. (1-CTA-3A-18)
4. New instructors must complete apprenticeship requirements as follows:
  - a. Apprenticeship may only occur after successful completion of an instructor development course, which meets or exceeds standards established by DCJS or the DOC.
  - b. The apprenticeship shall be conducted under the supervision and evaluation of a certified instructor with a minimum of 3 years experience as a certified instructor in the topic of apprenticeship instruction.
  - c. Instructor Apprenticeship shall consist of four hours of observation of a certified instructor by the apprentice instructor, and (as appropriate):
    - i. Non-Skills/General subjects - Four hours of classroom delivery
    - ii. Skills Areas (other than firearms) - Four hours of classroom delivery and four hours of skills instruction
    - iii. Firearms - Four hours classroom and four hours range instruction
  - d. The certified instructor will document the successful completion of the apprenticeship on the [Application for DCJS Instructor Certification/Recertification](#) 350\_F6.
    - i. The signed roster and signed agenda for the program of instruction must indicate the apprentice instructor's area of instruction and specifically state that the individual is meeting instructor apprenticeship requirements.
    - ii. The signed roster and signed agenda must be submitted to the ASD.
  - e. The certified instructor may require the apprentice instructor to instruct additional hours or may require observation by other certified instructors.
  - f. Upon completion of apprenticeship requirements or recertification requirements, and submission of required documentation to the ASD Training Unit Supervisor, the Training Unit Supervisor will approve and forward the documentation to the Training Director.
    - i. Once approved by the Training Director, the documentation will be forwarded to DCJS for all instructor programs under their oversight.
    - ii. The individual will be considered to have a current instructor certification unless information to the contrary is received from DCJS.
5. All DOC DCJS certified trainers must deliver a minimum of eight hours of general instruction training annually to maintain certification.
  - a. If the trainer is certified in a specialty skill area, i.e., firearms, defensive tactics, driver training, etc., the trainer must deliver eight hours in each specialty area to maintain certification in that specialty area.
  - b. Failure to meet this requirement should normally result in revocation of the individual's trainer certification.
  - c. Upon written request, the Training Director may waive this requirement for a specific period. Such a request must be received prior to the expiration of the certification.
6. Falsification of training documentation by a trainer should normally result in removal from all duties related to training, may result in revocation of training certifications, and may result in disciplinary action under Operating Procedure 135.1, *Standards of Conduct*.
  - a. The ASD Training Director shall be notified of the incident.
  - b. If the individual is not an ASD employee, the ASD should consult with the employing Unit Head concerning trainer certifications.
  - c. If there is sufficient justification, the ASD shall request DCJS to revoke all of the individual's trainer certifications and the individual will be notified in writing that they are no longer authorized to provide instruction for one year or until the disciplinary action is no longer active, whichever is longer.



- d. The employee may appeal any action taken through the Employee Grievance procedure in accordance with Operating Procedure 145.4, *Employee Grievances*.
  - e. To request a return to trainer status at the end of the revocation period, a written request for reinstatement must be made to the Training Director at the Academy for Staff Development. If the request is approved, the individual will be notified in writing specifying the steps that must be taken to regain trainer certification.
7. Instructors shall wear an appropriate uniform (DOC or approved alternate) whenever assigned to train any of the following programs:
- a. Basic Corrections Officer
  - b. Non-Custodial Firearms Certification and Re-certification
  - c. Instructor Development Programs (ex. Firearms Instructor)
  - d. Field Training Officer Certification and Re-certification
  - e. Extradition Training
  - f. Strike Force Training

## I. Curriculum

### 1. Curriculum Advisory Committees

- a. Curriculum Advisory Committees (CAC) will normally be utilized in the needs assessment process, are utilized in the design or revision of employee training, and will assist in the on-going evaluation of training.
- b. The Training Director or designee shall be responsible for selecting members of the Committee based on their experience or expertise in a particular job or skill area for which the CAC is to be convened.
- c. The CAC should meet as necessary with minutes recorded and copies provided to all members as well as the Training Supervisor.
- d. The CAC will provide input concerning training to be designed and coordinated by the Academy in the committee's topical area. The committee will provide input on the design, delivery, and evaluation of training. The CAC may serve as a type of needs assessment.

### 2. Curriculum Planning

- a. All training curriculum designed or delivered under Academy control should be in an approved format appropriate to the block of instruction, preferably Instructional Systems Design (ISD).
- b. Training curriculum will be based on clear, concise, and measurable written statements of intended learning 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. (4-APPFS-3A-09)
- c. All training curricula must be submitted for review by the ASD Training Director or designee on an annual basis.
- d. Pass/Fail criteria should be established for all written and skill performance tests. Participants are to be advised of the criteria. Pass/fail criteria falls under the following areas for mandated training:
  - i. Basic Corrections Officer Training: 100% for all evaluations, meaning the officer must get the single right answer correct or execute the correct technique. 70% for handgun qualification, 80% for rifle and shotgun qualification
  - ii. Non-Custodial Firearms Certification/Recertification: 70% for handgun qualification, 80% for rifle and shotgun qualification
  - iii. Other Mandated In-Service Programs (including Middle Managers and Supervisors): Testing not required, but if initiated, should follow the 70% standard for successful completion.
  - iv. Mandated Instructor Development Programs:
    - (a) General Instructor: 70% for all evaluations
    - (b) Firearms Instructor: 90% on the Modified Double Action Course; 100% on skill performance

- evaluations
  - (c) Defensive Tactics: 100% on skill performance evaluations and 70% on written evaluations
  - (d) Driver Training: 100% on performance and 80% on written evaluations
  - v. Mandated Instructor Re-certification Courses: Includes General, Firearms, Defensive Tactics, and Driver Training: Testing not required, but if initiated, should follow the 70% standard for successful completion
  - vi. Transportation Vehicle Operations: 100% on skill and 70% on written evaluations
  - vii. Written Tests
    - (a) The instruction team leader will be responsible for ensuring all test materials are properly secured at all times.
    - (b) No tests will be left in the classroom unattended.
    - (c) The instruction team leader or another designated instructor will be responsible for making copies of tests.
    - (d) Test questions will relate directly to the identified training objectives such as DCJS objectives in the BCO training participant manual.
  - e. Lesson plans shall be developed for each course and maintained on file.
  - f. The lesson plan shall contain the following information: (1-CTA-3A-14)
    - i. Name of class
    - ii. Class hours
    - iii. List of needed training aids and materials
    - iv. Detailed class content outline
    - v. Performance objectives
    - vi. Copies of handouts/overheads, test procedures or questions
  - g. The trainer responsible for the design, coordination, or delivery of a program should submit an approved lesson plan to the Training Supervisor at least 45 days prior to delivery. The Training Supervisor will review the documentation and submit the documents to the Training and Development Manager - Training for approval at least 30 days before delivery.
  - h. Adjunct trainers should be provided with this operating procedure by the coordinating Academy staff member. Adjunct trainers should also provide or will be provided with a lesson plan 45 days before the session.
  - i. Contractual trainers shall be hired in accordance with Operating Procedure 260.1, *Procurement of Goods and Services*, and should be advised of this operating procedure by the coordinating staff member. Contractual trainers should provide a lesson plan containing the following materials:
    - i. *Agenda* (see Attachment 1 for sample)
    - ii. *Training Checklist* (see Attachment 2 for sample)
    - iii. *Participant Outline* (see Attachment 3 for sample)
    - iv. *Trainer Outline* (See Attachment 4 for sample)
    - v. *Safety Rules* (where applicable)
  - j. A copy of the agenda, training checklist, and participant outline should be provided to each participant at the start of the training session.
3. Creating Curriculum - When the need to develop curriculum is identified through a needs assessment process, the appropriate Academy staff will be assigned to either create or to coordinate the creation of the curriculum.
4. All curricula will be reviewed on an annual basis.
5. Curriculum will be revised by the appropriate Academy Training and Development Coordinator (TDC). If curriculum must be revised, the TDC will follow the steps for creating new curriculum.
- J. Training Credit
1. The Training Director, or designee, has final approval of all training credit for DOC training programs

- and all non-DOC training unless specifically authorized elsewhere in this operating procedure.
2. Training credit will be established for all DOC training programs based on the following criteria:
    - a. The program must be presented by a certified DOC trainer or non-DOC resource (private consultant, other state agency employee, etc.) approved by the Training Director, or designee.
    - b. The training program must have a written course purpose, learning objectives, a topical outline, and agenda, as required by the Academy.
    - c. The program must clearly state the specific requirements for satisfactory completion and method of verification of attendance.
    - d. The training program should be submitted to the Training Director 45 days before delivery of the training program.
  3. The Organizational Unit Head is designated by the Training Director to approve training credit for non-DOC courses of twenty hours or less under the conditions listed below.
    - a. Total training credit approved for a calendar year.
    - b. The training credit is not for any portion of mandated training, or for any portion of specific programs required by DOC.
    - c. The organizational unit head shall complete the [Training Credit Approval](#) 350\_F1 with attachments and submit to the ASD Training Director within 30 days of the training.
  4. Training credit for non-DOC training programs must meet the following criteria (Documentation to be submitted as attachments with the *Training Credit Approval*):
    - a. The name or names of the trainers and their qualifications must be documented.
    - b. The training program must have a written course purpose, learning objectives, a topical outline, and a program agenda.
    - c. The unit head must attest that the training is job-related, that the need exists for the employee(s) to attend the training, and that the employee(s) attended and satisfactorily completed the training program.
    - d. Course roster - completed and signed by course coordinator or trainer
  5. Procedures for submitting requests for training credit for academic (college) or technical school course work are found in Operating Procedure 165.3, *Tuition Assistance and Educational Leave*.

#### K. Program Evaluation

1. The Training Director or designee will coordinate ongoing formal evaluation and review of all pre-service, in-service, and specialized training programs conducted by the Academy. This will be documented in a written annual report; include input from operational units; ensure training programs are presented effectively; measure the effects of training on employee performance; and ensure program content is job-related and up-to-date. (4-4077; 4-ACRS-7B-12; 4-APPFS-3A-19; 2-CO-1D-03; 1-CTA-3A-06)
2. The Training Director or designee will oversee the proper evaluation of training content and student participation.
  - a. The lesson plan shall be followed for each class conducted. (1-CTA-3A-14)
  - b. Participant evaluation ratings and comments regarding training presentations will be accepted as a method of quality review; however, these cannot be the only method of observation used by the instructor or coordinator.
    - i. Participants in all training workshops, conferences, or training sessions shall complete an evaluation form prior to conclusion of training.
    - ii. The [ASD Instructor/Course Evaluation](#) 350\_F2 shall be used for all ASD courses, with the exception of BCO. These forms shall be distributed, completed, and collected before the conclusion of the course.
    - iii. Alternate forms may be used to receive participant feedback regarding program relevance and

quality, as well as the participant's overall experience. These forms must be approved in advance by the appropriate supervisor and the Training and Development Manager – Training. They should solicit feedback regarding the following areas:

- (a) Relevance of the course content to the participant's job duties
- (b) Degree of importance of the course content in relation to their job duties
- (c) The effectiveness of the trainer's presentation
- (d) Trainer's sensitivity to participant needs
- (e) Adequacy of the training environment
- (f) Feedback about the entire program, including recommendations for future program development

iv. For each program taught at Satellite Training Academies, the [ASD Instructor/ Course Evaluation](#) 350\_F2 forms shall be compiled and reported on the [Field Training Program Summary](#) 350\_F35.

### 3. FTO Assessments

- a. Upon completion of their Phase IV training period, the OIT will complete an [OIT Training Assessment](#) 350\_F31 for each FTO that worked with them. Completed assessments must be submitted to the ITO for review and monitoring.
- b. A bi-annual review of all facility FTOs will be conducted in order to verify the continued eligibility of each active FTO, to add new FTOs, and to remove inactive FTOs.
  - i. The facility Human Resource Officer will coordinate the bi-annual review and confirm each FTOs continued eligibility.
  - ii. As a part of the review process, the ITO or AITO and a security supervisor identified by the ITO will complete a [Supervisor/ITO/AITO Feedback](#) 350\_F32 for each FTO under their supervision.
  - iii. The Chief of Security will review the [Supervisor/ITO/AITO Feedback](#) 350\_F32, all [OIT Training Assessment](#) 350\_F31, as well as any additional documentation such as disciplinary actions submitted for each FTO in order to ensure the officer continues to meet the eligibility requirements.
- c. The [OIT Training Assessment](#) 350\_F31 and [Supervisor/ITO/AITO Feedback](#) 350\_F32 must be submitted to the ITO who will retain a copy for the FTOs training record and forward the original to the Human Resource Officer for consideration during the bi-annual review.
- d. The ITO is responsible for monitoring the responses on the [OIT Training Assessment](#) 350\_F31 and [Supervisor/ITO/AITO Feedback](#) 350\_F32 and discussing the results of these assessments with the OIT and FTO, as needed. Further review and discussion should take place between ITO, OIT and FTO in the following cases:
  - i. FTO receives multiple "Sometimes" ratings - ITO will meet with the FTO to discuss ways they can improve the quality of their contribution.
  - ii. FTO receives a single "Not at all" or "Rarely" rating - ITO will meet with FTO to discuss ways they can improve the quality of their contribution.
  - iii. FTO receives multiple "Not at all" or "Rarely" ratings - ITO makes a referral to the Warden, who will meet with FTO to determine if they should be removed from the role or be allowed to continue. If allowed to continue, a specific improvement plan should be in effect for the FTO to improve their contribution.
  - iv. FTO receives "Not at all" or "Rarely" rating for two review periods - The ITO shall refer this matter to the Warden who will determine if the FTO should be removed from the program. Generally, this situation warrants removal.

### L. Training Records

- 1. A record including the following information shall be maintained for each course: (I-CTA-3A-11)
  - a. Attendance Records
  - b. Lesson Plans

- c. The Instructor's Name
  - d. Course Evaluations
  - e. Course Beginning and Ending Dates
  - f. Student Test Results
  - g. A Record of Certificates Awarded
2. The ASD shall maintain official training records of all DOC employees, except for the Special Investigations Unit who are certified through a law enforcement academy. All training credit must be documented at the ASD to ensure the employee's training record is accurate and complete. All training records will be entered into the Virginia Learning Center (VLC). (1-CTA-3A-10)
  3. Daily class attendance shall be recorded (see [Class Roster \(Field/Non-Dept. Training\)](#) 350\_F18), certified as accurate by the instructor, and maintained as required by document retention regulations. (1-CTA-3A-12)
    - a. Trainers or program coordinators will verify attendance each day by recording a "P" for Present or "A" for Absent on the class roster.
    - b. If an absence or partial attendance is recorded on a class roster, then a notation is required at the bottom of the roster.
    - c. The notation should include, at a minimum, the participant's name and reason for the absence or partial attendance.
  4. Rosters or other official documentation of training program completion shall be forwarded no later than two weeks after the program, to the Registrar at the ASD for entry into the employee's official training record.
  5. Dissemination of Student Information and Records (1-CTA-3A-10)
    - a. Training information for any Department of Corrections employee is not disseminated without the written authorization of the employee, except to:
      - i. The Institutional Training Officer at the location the employee is assigned
      - ii. The employee's immediate supervisor or Unit Head
      - iii. A representative of the DOC Special Investigations Unit
      - iv. Commonwealth of Virginia Attorney General's office staff members
      - v. Other exceptions may be granted through the Training Director office
    - b. All requests for student information or training information for any Department of Corrections employee must be submitted, in writing, to the Academy Training Director or the Academy Registrar.
      - i. No information will be released without a written request.
      - ii. Training records are considered personnel records and are exempt from disclosure under the Freedom of Information Act (FOIA), [COV §2.2-3705.1 \(1\)](#).
    - c. Written requests will include the following information:
      - i. Individual's full name
      - ii. State ID# or last four digits of their social security number
      - iii. A complete mailing address where the documentation is to be sent
    - d. All official transcripts must be sent from the Academy Registrar. Individuals within the Department of Corrections can access and can print their own training transcripts from the *Virginia Learning Center*.
  6. Retention/Destruction of Records
    - a. Training records will be retained and destroyed in accordance with Operating Procedure 025.3, *Public Records Retention and Disposition*, and all applicable Library of Virginia Records Retention and Disposition Schedules.
    - b. Satellite Academies may request permission of the ASD Registrar to destroy old documentation if

storage problems develop. Requests will be considered on a case-by-case basis

V. REFERENCES

Operating Procedure 025.3, *Public Records Retention and Disposition*  
Operating Procedure 102.2, *Recruitment, Selection and Appointment*  
Operating Procedure 102.4, *Compensation*  
Operating Procedure 110.2, *Overtime and Schedule Adjustments*  
Operating Procedure 135.1, *Standards of Conduct*  
Operating Procedure 145.4, *Employee Grievances*  
Operating Procedure 165.3, *Tuition Assistance and Educational Leave*  
Operating Procedure 260.1, *Procurement of Goods and Services*

VI. FORM CITATIONS

[Training Credit Approval](#) 350\_F1  
[ASD Instructor/Course Evaluation](#) 350\_F2  
[Application for DCJS Instructor Certification/Recertification](#) 350\_F6  
[Field Visit Interview Summary](#) 350\_F7  
[Class Roster \(Field/Non-Dept. Training\)](#) 350\_F18  
[FTO Application](#) 350\_F28  
[Supervisory Review](#) 350\_F29  
[Administrative Review](#) 350\_F30  
[OIT Training Assessment](#) 350\_F31  
[Supervisor/ITO/AITO Feedback](#) 350\_F32  
[Field Training Program Summary](#) 350\_F35

VII. REVIEW DATE

The office of primary responsibility shall review this operating procedure annually and re-write it no later than three years after the effective date.

*Signature Copy on File*

N. H. Scott, Deputy Director of Administration

*5/9/18*

Date