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Title THE ADMINISTRATION AND OPERATION OF TRAINING PROGRAMS AND TRAINING DEPARTMENTS

Legal References (Includes but is not limited to)	Related Policies/Procedures (Includes but is not limited to)	Replaces:
IC 11-8-2-5(a)(8) IC 11-8-2-5(a)(13) IC 11-8-2-8(d) IC 11-8-2-8(e) IC 5-2-1	00-02-101 00-04-101 01-03-103 04-03-103 02-03-117	01-05-102 (Eff. Date 7-1-2025 / ED # 25-21)

I. PURPOSE:

This policy and administrative procedure establish a comprehensive retention process and training system which will enable correctional staff to discharge duties more efficiently and effectively. This policy and administrative procedure identify approved methods by which training will be accomplished.

II. POLICY STATEMENT:

The Department shall establish a comprehensive system for training and the retention of staff. These programs shall:

- A. Prepare staff to understand and implement departmental goals, objectives and responsibilities;
- B. Continue to raise the level of staff performance;
- C. Continue to enhance the self-confidence of staff; and,
- D. Educate staff on current correctional concepts, ideologies, philosophies, and techniques.

The Department shall encourage the utilization of the resources of the Department, public and private agencies, private industry, colleges, universities, and libraries/reference services to develop, implement, and complement the training programs. Training programs shall include

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Preservice Academy, Parole Academy, DYS Academy, On-the-Job Training (OJT), Inservice Training, Skill-Based Training, Specialized Workshops, and Professional Development Training. An Administrative Training Advisory Committee shall be appointed by the Commissioner and shall assist in the assessment of training needs and the review/evaluation of the training programs.

The Department shall encourage staff development and shall provide educational or training opportunities and activities with relation to staff responsibilities. A monitoring and review system shall be initiated to ensure compliance.

III. DEFINITIONS:

For the purpose of this policy and administrative procedure, the following definitions are presented:

- A. ABSENCE: Failure of a participant to report to the training location when they are scheduled to attend or missing more than 10% of a particular program and/or lesson.
- B. ADJUNCT INSTRUCTOR: Instructors certified or designated to teach specialized trainings on an as needed basis (e.g., Security Skills, CPR, First Aid, Personal Protection, Motivational Interviewing, etc.).
- C. ANNUAL TRAINING PLAN: A detailed plan that identifies the facility/division's training programs, including topics, schedules, resources, and budgetary impact, etc. for the next program year.
- D. CERTIFIED CORRECTIONAL PROFESSIONAL: A staff member, contractor, or professional affiliate who has met all of the requirements set forth by the Commissioner. The goal is to administer justice with integrity within the bounds of the law. A Certified Correctional Professional embodies such core values as discipline, judiciousness, truthfulness, vigilance, respect for human rights, and a sense of responsibility. The Department of Correction's professional development focuses on staff training and development programs that inspire employees in their pursuit of professional growth throughout their careers, building a capable and prepared workforce, and reinforces the Values, Vision, and Mission of the Indiana Department of Correction.
- E. CONTRACTOR: Private vendors conducting business on Department/Facility grounds who do not have regular contact with incarcerated individuals.
- F. CONTRACTUAL STAFF: Non-State employees who have direct incarcerated individual contact in support of their programs and/or services.

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- G. CORRECTIONAL POLICE OFFICER (CPO): A Department staff member who has been appointed and who meets the qualifications and training requirements of the Department of Correction and the Indiana Law Enforcement Training Board.
- H. CORRECTIONAL RETENTION MANAGER (CRM): Staff member who is responsible to oversee the research, development, implementation, and evaluation of all retention and employee engagement efforts of the Department.
- I. CORRECTIONAL RETENTION SPECIALIST (CRS): Staff member(s) responsible for research, development, implementation, coordinating, and evaluation of, retention, and employee engagement efforts of the Department.
- J. CORRECTIONAL RETENTION SPECIALIST SUPERVISOR (CRSS): Staff member responsible for coordinating the daily work of the Correctional Retention Specialist. The Correctional Retention Specialist Supervisor works with the Correctional Retention Manager to coordinate the research, development, implementation, coordinating, and evaluation of employee retention, and employee engagement efforts of the Department.
- K. CULTURE ASSESSMENTS (SURVEYS): A process that assist the Indiana Department of Correction with differentiating between ideal culture and real culture that includes analyzing expectations, experiences, and philosophy as well as the values that guide staff into their behavior.
- L. CURRICULUM DEVELOPMENT MANAGER: Workforce Engagement staff member who is responsible for overseeing research, development, implementation, and evaluation of training curricula used by the Department.
- M. CURRICULUM DEVELOPMENT SPECIALIST: Staff member(s) responsible for research, development, instructing, implementation, coordinating, and evaluation of training curricula used by the Department.
- N. CURRICULUM DEVELOPMENT SUPERVISOR: Staff member responsible for coordinating the daily work of the Curriculum Development Specialist. The Curriculum Development Supervisor works with the Curriculum Development Manager to coordinate the research, development, instructing, implementation, coordinating, and evaluation of training curricula used by the Department.
- O. CURRICULUM REVIEW: A curriculum review is a formal review of current curriculum conducted by training staff. The curriculum review evaluates the established delivery method, content, context, time allotment, and applicability to the overall curricula. The curriculum review is then used in conjunction with other resources to determine if a

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curriculum revision is required and if the curriculum is consistent with departmental policy, procedure, and correctional best practices.

- P. DEPARTMENTAL TRAINING ADVISORY COMMITTEE: An advisory committee appointed by the Commissioner to assist in the review/evaluation of training programs.
- Q. DISTANCE LEARNING: Training that is broadcast over the internet or intranet to participants at remote locations. Distance Learning is presented in real-time.
- R. DIVISION OF YOUTH SERVICES ACADEMY (DYS): Mandatory training for all new employees of a Division of Youth Services (DYS) facility. The purpose of this academy is to provide staff working with youth more detailed information regarding adolescent development and management of their behavior to include hands-on training of practical application.
- S. ELEARNING: Training that is delivered through web-based programs and electronic formats. eLearning courses are utilized for professional development and to supplement traditional classroom training. eLearning is either recorded or self-paced learning.
- T. EMPLOYEE LEARNING MANAGEMENT SYSTEM: The electronic database utilized to track the completion of eLearning and classroom modules.
- U. EMPLOYEE RETENTION PROGRAM: The Retention Program is a combination of work product and programs designed to enhance the Department's retention of current employees, and engagement between the organization and employees.
- V. EXECUTIVE DIRECTOR: The Executive Director of the Division of Workforce Engagement is responsible for all aspects of the division within the Department. This position reports directly to the Deputy Commissioner.
- W. FACILITY TRAINING COORDINATOR (FTC): A full-time staff member who provides specialized instruction for both new and veteran staff at one of the correctional facilities in addition to other locations as identified, who works under the operational control of the Regional Training Manager in the program design, establishment, and administration of training for all facility and/or regional staff.
- X. FACILITY TRAINING OFFICER: A staff member who reports to the Facility Training Coordinator to assist in program design, training coordination, and instruction.
- Y. FACILITY/DIVISION TRAINING COMMITTEE: A committee appointed by each Facility/Division Head and Regional Training Manager; responsible for assisting the Facility Training Coordinator in the assessment, development, planning, and implementation of training programs.

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- Z. FIELD TRAINING MANAGER (FTM): A staff member designated by the Warden and approved by the Division of Workforce Engagement with specific knowledge, skills, and training who assists in the development, implementation, and monitoring of the facility on- the-job training program.
- AA. FIELD TRAINING OFFICER (FTO): A staff member, who has met all training requirements, with specific knowledge, skills, and training who is responsible for administering the on-the-job training program to trainees.
- BB. FOCUS GROUP: A systematic process using the experience and expertise of Subject Matter Specialist (SMS) and Practitioners to research, formulate, and/or implement solutions to specific objectives. A focus group may be used for Curriculum Development, Curriculum Review, Policy Review, Policy Development, or other complex tasks.
- CC. INSERVICE TRAINING: Formal annual instruction for full-time staff, part-time staff, and contractual staff (as stipulated in the contract agreement), conducted each year of employment following the initial Preservice Academy and shall include, but not be limited to, all mandatory topics per statute, code, rules, policies, and administrative procedures.
- DD. INSTRUCTOR DE-CERTIFICATION: The formal process when a person's instructor status is suspended, or their certification is revoked for administrative reasons.
- EE. INTER-AGENCY STAFF: Employees of governmental agencies or non-profit organizations who have regular supervision or contact with incarcerated individuals. (e.g., labor lines, highway crews, recycling, etc.)
- FF. INTERN: An advanced student or graduate who works, sometimes without pay, at a trade or occupation to gain practical work experience.
- GG. LEVELS OF KNOWLEDGE-BASED TRAINING:
1. End User – This is a person who has been trained in a specific skill or topic.
 2. Instructor – This is a person who is certified to train end users in a specific program.
 3. Lead Instructor – This is a Workforce Engagement employee who is responsible for the day-to-day administration of the program. In addition, to being certified to train others to be instructors, lead instructors shall be responsible for conducting site observations and instructor reviews.

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HH. LEVELS OF SKILL-BASED TRAINING:

1. End User – This is a person who has been trained in a specific skill or topic.
2. Apprentice Instructor – A newly certified instructor who has less than 120 days instructional experience in the specific skills they are certified in and has not yet met the program’s instructional requirements. Apprentice instructor must co-instruct with an Instructor, Senior Instructor, or Lead Instructor until all program requirements are met.
3. Level 1 Instructor – This is a person who is certified to train end users in a specific skill or topic.
4. Level 2 Instructor – This is a person who is certified to train end users in a specific skill or topic.
5. Level 3 Instructor – This is a person who is certified to train staff to be Instructors in a specific skill.
6. Lead Instructor – This is a Workforce Engagement employee who is responsible for the day-to-day administration of the program. In addition, to being certified to train others to be instructors, lead instructors shall be responsible for conducting site observations and instructor reviews.

II. LOCUM/PRN/AGENCY: This identifies Health Services personnel working in a part-time capacity, “as needed” basis, or a specified term.

JJ. MANDATORY TRAINING: This training shall include, but not limited to, all identified programs as defined by statute, code, rules, policies, and administrative procedures, national correctional standards, or designated by the Executive Director.

KK. MEETINGS: Scheduled gathering of designated persons for the purpose of disseminating information, resolving problems, planning, decision-making, exchanging of ideas and/or delegation of duties. Meetings are not training.

LL. NEW EMPLOYEE ORIENTATION (NEO): This will occur at the employee’s home-site on Day 1 and Day 2 of Week 1 during the Preservice Academy and include SPD Employee Onboarding, Payroll, and Administrative Orientation.

MM. ON-THE-JOB TRAINING (OJT): Required training for all new staff, staff transfers to another shift or facility, or promoted or demoted staff, in areas specific to job classification, function, or assignment. Trainees shall be under the direct and constant supervision of a trained Field Training Officer who has documented completion of training in topics covering training liability, documentation, and evaluation procedures.

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- NN. OPERATIONS MANAGER: Responsible for curriculum development, design, establishment, and administration of Skill-Based and Field Training programs for the Division of Workforce Engagement. Primary areas include program support, physical plant, supervising operational support staff, security operations, work schedule coordination, and collaborative agreements.
- OO. PAROLE TRAINING: Consists of curriculum that is designed to assist employees in developing knowledge, building skills, and providing educational activities related to staff responsibilities in a parole environment.
- PP. PERFORMANCE MEASUREMENT COMMITTEE: An advisory committee appointed by the Executive Director to assist in the review/evaluation of training programs.
- QQ. PRESERVICE ACADEMY: The Preservice Academy is designed to provide participants with the foundational knowledge and skills necessary to perform their job duties. Over the course of this program, participants will receive instruction in a variety of environments including traditional classrooms, eLearning modules, field operations, and via distance learning platforms.
- RR. PROGRAM DEAN: The Workforce Engagement staff member who has administrative oversight of a program.
- SS. PROGRAM LEAD: The Workforce Engagement staff member who coordinates the day-to-day functions of a program.
- TT. PROGRAM LIAISON: The staff member designated to serve as the on-site point of contact for a program. The program liaison is responsible for coordinating the logistics of a program at a specific location.
- UU. PROGRESS REPORT: A formal review and evaluation of a Facility's or Division's training operation conducted on an annual basis. The review and evaluation shall include a record-keeping system, compliance with training policy, an annual training plan, qualifications of instructional staff, training committee support, program design, delivery, and On the Job Training (OJT).
- VV. PROJECT MANAGER: The staff member who has administrative oversight of a project.
- WW. QUALITY ASSURANCE MANAGER: The Quality Assurance Manager is an external team member responsible for the evaluation of training programs, their efficiency to be implemented, and their effectiveness at promoting the Agency's Mission and Vision. This includes conducting program audits, instructor observations, and facilitating training sessions with stakeholders.

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- XX. REFLECTIONS OF PRIDE STORE (ROP): The Department's store for staff to purchase Department merchandise.
- YY. REGIONAL OPERATIONS SUPERVISOR: The Operations Supervisor will work under the supervision of the Operations Manager in operations of the Correctional Training Institute facilities, curriculum development, design, establishment, and administration of skill-based and on-the-job training programs. The Operations Supervisor will provide support to assigned facilities and training departments with quality assurance of field training and skill-based programs.
- ZZ. REGIONAL TRAINING MANAGER (RTM): Workforce Engagement employee located at each of the regional sites, who reports directly to the Executive Director. Regional Training Managers have the operational responsibility over trainers in their region. They are responsible for the administration and operation of the Preservice Academy. They are responsible for the quality, implementation, and documentation of all additional training within their regions.
- AAA. REGIONAL TRAINING SITE: A location designated by the Executive Director, per the authority of the Commissioner, for the purpose of conducting the Preservice Academy and other training programs as required.
- BBB. REGIONAL TRAINING SPECIALIST (RTS): The Regional Training Specialist serves as an intermediary between the Facility Training Coordinator and the Regional Training Manager. Each Regional Training Specialist reports to their designated Regional Training Manager.
- CCC. RETURNING RETIRED EMPLOYEES: A retired staff person returning to employment, working no more than 27 hours per week for the Department.
- DDD. SCENARIO-BASED TESTING: A form of testing utilizing trainers and staff who roleplay pre-determined scenarios. Participants will be observed and rated on how well they respond to the given situation utilizing techniques covered in training.
- EEE. STAFF: Any and all persons employed by the Department including contractual workers and volunteers.
- FFF. SUBJECT MATTER SPECIALIST: Select personnel may serve as Adjunct Instructors in the areas of their professional expertise.
- GGG. TARDINESS: The repeated behavior of being tardy to a training program after the scheduled starting time.

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HHH. TARDY: Reporting to a training program more than five (5) minutes after the scheduled starting time.

III. TELEHEALTH STAFF: Medical professionals who are contracted by the Department of Correction or a contractor to provide remote medical services for the Department. Telehealth workers do not have a physical presence in any correctional facility or physical contact with the incarcerated individual population and provide all services via telecommunications.

JJJ. TRAINING NEEDS ASSESSMENT: Formal examination and review of relevant information that identifies knowledge, skill, or performance needs, and/or deficiencies.

KKK. TRAINING PROGRAM WEEK: Equivalent to State of Indiana work week.

LLL. TRAINING PROGRAM YEAR: The training program year is based upon the State fiscal year (July 1 to June 30).

MMM. TRAINING REVIEW: A formal review and evaluation of training operations for compliance with statute, code, rules, policy, and administrative procedure. (e.g., Progress Report)

NNN. TRAINING SPECIALIST: The Training Specialist provides specialized instruction for new employees at the Correctional Training Institute (CTI) and regional site facilities. They are responsible for coordinating assigned events, programs, and trainings at their assigned facilities.

OOO. TRAINING: Instruction providing knowledge and skill to perform a current job assignment including formal classroom instruction, On-the-Job Training (OJT), workshops, or conferences which include a formal agenda and instruction by a qualified presenter. Training programs include requirements for successful completion, attendance recording, a system of recognition of completion, and a system of evaluation.

PPP. VOLUNTEER: An individual who has completed all the requirements for becoming a volunteer, is approved for, and engaged in a specified service or regularly scheduled activity or course and has agreed to serve without compensation by the Department.

IV. DIVISION EXECUTIVE DIRECTOR RESPONSIBILITIES:

The Commissioner shall employ a qualified person to serve as the Executive Director of the Division of Workforce Engagement. The Executive Director shall report to the Deputy Commissioner. (Attachment 1-A)

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The Executive Director is responsible for the comprehensive development, implementation, review, supervision, and evaluation of training on a department-wide basis and the administration of the Division budget. Specific responsibilities of the Executive Director/designee shall include:

- A. Submit an annual Department Training Report to the Commissioner.
- B. Annually review and evaluate the facilities'/divisions' training plans.
- C. Formulate an Annual Training Plan and Master Calendar for review by the Administrative Advisory Committee that lists all courses/classes to be offered, dates the courses/classes are offered, synopsis of each course/class, including length in hours, targeted audience, objectives, and prerequisite training with enrollment information.
- D. Appoint task groups/work committees for special projects related to departmental training and staff professional development.
- E. Ensure facilities/divisions use the Department's Annual Training Needs Assessment results that identifies current job-related training needs for the development of the Annual Training Plan.
- F. Administer the training reviews of correctional training functions.
- G. Ensure the development, delivery, and/or coordination of "Certification Programs," as needed, or as identified by the Commissioner.
- H. Ensure the development, delivery, and/or coordination of trainer development programs.
- I. Provide representation for all staff trainer interview panels and provide the interview instrument and materials. Approve or disapprove recommendation of Facility/Division Head for trainer selection.
- J. Review and approve all departmental training curricula.
- K. Assign a Management Team Member/designee from the Workforce Engagement management staff to conduct at a minimum a quarterly inspection of all Division areas and submit a written report to the Operation Manager. This shall include at a minimum: pest control, hazardous materials, fire/safety issues, food service, accidents/injuries, physical plant, sanitation, and ongoing projects.
- L. Collaborate with key stakeholders (e.g., Executive Staff and State Personnel) to establish programs and initiatives designed to enhance current employee retention, and engagement between organization and employee.
- M. Establishes the Standardized Competencies and Performance Expectations for Training Staff or those performing like responsibilities.

V. ADMINISTRATIVE ADVISORY TRAINING COMMITTEE:

The Executive Director shall convene an Administrative Advisory Training Committee on an annual basis to assess, review, and evaluate training in the Department. The committee shall consist of the Chief of Staff, Executive Staff Members, Deputy Commissioners, and the Executive Director of Human Resources.

The Executive Director of Workforce Engagement shall serve as the chairperson and shall ensure that an Annual Training Plan is provided to the Deputy Commissioners for recommendations.

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Once approved, the Executive Director shall communicate the plan to Facility Wardens, Division Directors, and other Executive Staff.

VI. BUDGET:

It is a Facility/Division Head's responsibility to factor training requirements and needs into the annual budget. Budgetary factors that shall be considered in the annual training plan are as follows:

1. Personnel Services (number of staff, overtime);
2. Printing of program materials;
3. Office equipment/repairs (copier, computers, printers, etc.);
4. Program supplies and materials;
5. In-state and out-of-state travel (to seminars, workshops, etc.);
6. Curricula support (training aids, videos, correspondence courses, off-the-shelf programs, etc.);
7. Environmental concerns (heating ventilation, air conditioning, lighting, floor, and wall coverings, etc.); and,
8. Outside vendors (persons who may be contracted for conferences, seminars, internal training, occupationally specific training, etc.)

VII. FACILITY AND DIVISION TRAINING COMMITTEE APPOINTMENTS & RESPONSIBILITIES:

Each facility shall have a training committee consisting of at least seven (7) persons. Members of the Facility Training Committee shall consist of the Regional Training Manager, Regional Training Specialist, Facility Training Coordinator, Field Training Manager (FTM), Re-Entry staff member, Safety/Hazard Manager, and a staff member from Operations (of at least the rank of Lieutenant). These members shall be appointed in writing annually at the discretion of the Facility Head and the Regional Training Manager. The Regional Training Manager, Regional Training Specialist, and the Facility Training Coordinator shall be permanent members of the committee and shall serve as facilitators for meetings.

The Parole Services Division shall have a training committee consisting of at least six (6) persons. Members of the Parole Training Committee shall consist of the Director of Parole Services, Regional Director(s), Workforce Engagement Parole Liaison(s), and at a minimum two (2) Parole District Supervisors and Program Directors. These members shall be appointed, in writing, at the discretion of the Parole Services Director and the Executive Director.

Divisions that have an assigned or designated trainer position responsible for the training of department and/or contractual staff in that division shall have a training committee. Criteria and requirements are the same as those identified for facilities.

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The Facility Training Committee shall meet on a quarterly basis to:

- A. Review a summary compiled by the Facility Training Coordinator of the program evaluations by participants for programs conducted the previous quarter.
- B. Review the results from the OJT Program Review Surveys for the previous quarter.
- C. Review new training initiatives or program proposals from staff and submit recommendations to the Regional Training Manager.
- D. Review progress, resolve problems, and make recommendations regarding the facility's/division's training-related activities.
- E. Review and recommend for approval all facility-based curricula training programs, evaluation instruments to ensure that the programs are performance-based with written documentation.
- F. Review 25 percent of the curricula each quarter to include:
 1. Preservice Academy;
 2. Inservice;
 3. Skill-Based Training;
 4. Specialized Training;
 5. eLearning; and,
 6. On-The-Job-Training (OJT)

All programs shall be reviewed annually as they relate to meeting Preservice Academy, Inservice, and certification needs. The Facility Training Coordinator shall submit Curriculum Review with recommendations to the appropriate Regional Training Manager by November 1st. Copies are forwarded to the Executive Director and a copy to the Facility Head/Division Head by November 15th.

- G. The Facility Training Coordinator shall create the Annual Training Plan (Attachment 1-H) and submit it to the appropriate Regional Training Manager by March 1st. Copies are forwarded to the Executive Director and the Facility Head/Division Head by March 15th. Members of the Training Committee must develop and review the Annual Training Plan before submission. This Annual Training Plan is for the upcoming Fiscal Year.
- H. All above-listed tasks require documentation in the facility training committee meeting minutes. Facility Training Committee meeting minutes shall be maintained in the Facility Training Manual and submitted to the Regional Training Manager upon completion.

VIII. PERFORMANCE MEASUREMENT COMMITTEE:

The Performance Measurement Committee is established for ensuring the effectiveness and accountability of all Division of Workforce Engagement (DWE) training, development, and retention initiatives. This Committee is responsible for defining, collecting, analyzing, and reporting key performance indicators (KPIs) related to workforce engagement outcomes, leveraging the Kirkpatrick Model of Evaluation to demonstrate the value and return on investment (ROI) of DWE activities.

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The Committee's scope covers the measurement and analysis of all formal and informal training programs, professional development activities, and strategic workforce retention efforts managed or supported by the Division of Workforce Engagement. The information gathered will be used to formulate appropriate Division Goals and Training Plans for the Department that are aligned with the Department's Mission, Vision, and Strategic Plan

A. Membership and Structure

The Performance Measurement Committee shall consist of the following DWE Personnel:

1. Committee Board/Voting Members

- Executive Director (Committee Chair)
- Curriculum Development Manager (Committee Co-Chair)
- Operations Manager
- Regional Training Manager (1)
- Correctional Retention Manager
- Quality Assurance Director

2. Committee Members/Non-Voting Members

- Regional Training Managers (4)
- Curriculum Development Supervisor
- Operations Supervisors
- Regional Training Specialists
- Correctional Retention Supervisor
- Recorder

B. Committee Board Responsibilities

The Committee Board will be the voting members for the Committee and shall consist of the following Workforce Engagement personnel:

1. Executive Director

The Executive Director shall serve as the Committee Chair and is responsible for the following:

- Provide strategic direction and ensure performance measurement aligns with IDOC and DWE mission and goals.
- Hold ultimate responsibility for the Committee's recommendations and the overall integrity of the performance data.
- Approve final recommendations, policy changes, and major adjustments to the performance measurement framework.

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2. Curriculum Development Manager

The Curriculum Development Manager shall serve as the Committee Co-Chair and is responsible for the following:

- a. Represent the Committee Chair in their absence.
- b. Analyze data to assess the quality of content, instructional design, and participant knowledge gain.
- c. Use data findings to recommend specific, measurable improvements to DWE knowledge-based curricula.
- d. Maintain the Committee's official repository of meeting minutes, charter, documentation, and performance reports.
- e. Distribute meeting agendas, minutes, and relevant documents to all members in a timely manner.

3. Operations Manager

The Operations Manager shall be responsible for the following:

- Oversee the data collection, reporting infrastructure, and resource allocation related to Skill Based (e.g., Personal Protection, Security Skills, First Aid, CPR, AED) programs, Correctional Police Officer Training, On-the-Job Training, and training related injuries.
- Report on operational KPIs related to DWE processes (e.g., training completion rates, resource utilization).

4. Regional Training Manager (1)

One (1) Regional Training Manager (RTM) shall be designated as a Board Member and shall be responsible for:

- Representing the Regional Training Teams during the Performance Measurement Committee.
- Ensuring all regional data is entered into the Performance Measurement Metrics spreadsheet for their respective Region.
- All performance measurement metrics related to the Preservice Academy in their respective Regions.

5. Correctional Retention Manager

The Correctional Retention Manager shall be responsible for the following:

- Design and validate performance metrics related to retention through means of Surveys (Culture Assessment, Long Term Employee, and Exit).
- Analyze correlations between DWE initiatives and organizational outcomes (i.e., staff retention).

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- Prepare reports showing the long-term impact of DWE programs on workforce engagement and performance.

6. Quality Assurance Director

- Provides an assessment of the instructor observations conducted in the previous quarter
- Provides the Summary Report of the Performance Metrics for the division quarterly

C. Committee Members Responsibilities:

The Performance Measurement Committee Members shall consist of the following Workforce Engagement personnel:

1. Regional Training Managers (4)

The Regional Training Managers shall be responsible for the following:

- All performance measurement metrics related to the Preservice Academy in their respective Regions.
- Ensuring all regional data is entered into the Performance Measurement Metrics spreadsheet for their respective Regions.

2. Curriculum Development Supervisor

The Curriculum Development Supervisor shall be responsible for the following:

- Ensure the quarterly Curriculum Team report data is entered in the Performance Measurement Metrics spreadsheet.
- Use data findings to recommend specific, measurable improvements to DWE knowledge-based curricula.

3. Operations Supervisors

The Operations Supervisor shall be responsible for the following:

- All performance measurement metrics related to Skill Based Programs.
- Use data findings to recommend specific, measurable improvements to DWE skill-based curricula

4. Regional Training Specialists

The Regional Training Specialists shall be responsible for the following:

- Reviewing and evaluating Post-Test data for each week of the Preservice Academy in their respective Regions.

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5. Correctional Retention Supervisor

The Correctional Retention Supervisor shall be responsible for the following:

- Analyze correlations between DWE initiatives and organizational outcomes (i.e., staff retention).
- Prepare reports showing the long-term impact of DWE programs on workforce engagement and performance.
- Ensure the quarterly Retention Team report data is entered in the Performance Measurement Metrics spreadsheet.

6. Recorder

The Committee Recorder shall be responsible for accurately recording minutes, attendance, decisions, and action items for every Committee meeting. The Committee Recorder shall serve at the pleasure of the Committee Chair and Co-Chair.

D. Meeting Requirements

The Performance Measurement Committee shall meet on a quarterly basis (four times per fiscal year) and meetings will be held within eight (8) weeks following the end of the quarter. In order to conduct a Committee Meeting, either the Committee Chair or Co-Chair and a simple majority (three of the four) of the voting members shall be in attendance.

All Committee Board and Committee Members are expected to actively participate by attending all scheduled meetings and engaging meaningfully in discussions. They play a crucial role in the analysis and review of performance data, helping to identify irregularities and trends ahead of meetings.

Additionally, Committee Members shall collaborate with the Committee Board to formulate practical, data-driven recommendations aimed at enhancing programs or improving processes.

For the purposes of Performance Measurement, the quarters are outlined as follows:

- Quarter 1: July – September
- Quarter 2: October – December
- Quarter 3: January – March
- Quarter 4: April – June

IX. ANNUAL TRAINING PLAN:

The Executive Director of the Division of Workforce Engagement shall be responsible for designing and developing an annual training plan for the Agency. The training plan is developed, evaluated, and updated based on an annual assessment that identifies current job-related training

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needs. The training credit shall be awarded based on an hour-for-hour training method, as determined by the Performance Measurement Committee and using the ADDIE method.

The division's training plan will be developed based on surveys, program evaluations, curriculum reviews, and agency needs assessment. The training plan shall consist of Preservice Academy dates and topics for all classifications of staff, Inservice topics, specialized training programs, leadership training programs, instructor certifications, curriculum updates, and retention efforts.

The Facility Training Coordinator shall utilize DWE's Annual Training Plan to develop the Facility Training Plan. The Facility Annual Training Plan is established to ensure the quality and effectiveness of all training conducted at the Facility or Division. It is the responsibility of the Training Coordinator to develop their annual training plan to encompass all training needs, facility needs, agency needs, and allocated training resources, to include Training Staff, Adjunct Instructors, and training materials for the facility.

The Facility Training Coordinator shall create the Annual Training Plan (Attachment 1-H) and submit it to the appropriate Regional Training Manager by March 1st. Copies are forwarded to the Executive Director and the Facility Head/Division Head by March 15th. Members of the Training Committee must develop and review the Annual Training Plan before submission. This Annual Training Plan is for the upcoming Fiscal Year.

The Facility Training Coordinator shall develop the Annual Training Plan, in conjunction with the Division of Workforce Engagement's Annual Training Plan, to ensure proper training off all staff, including new hire, veteran, contract, and volunteer. The Facility Training Coordinator shall adhere to the guidelines set by the Executive Director when awarding credit hours. The Annual Training Plan shall be developed using the following sections:

- A. Number of Training Staff
- B. Program Equipment
- C. Existing Training Space
- D. Budget
- E. Mandatory Inservice Training
- F. Contractual Staff Training Inservice
- G. Specialized Training that should include the following classes applicable to your facility:
 - 1. Restricted Status Housing Unit Initial Training
 - 2. FTO Recertifications
 - 3. LEAP
 - 4. Use of Separation Initial Training
 - 5. Transportation Training
- H. Inter-Agency Supervision of Out-Custody Work Crews Classes
- I. Preservice Academy
- J. Contractual Staff Preservice Training

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X. TRAINING DOCUMENTATION:

Workforce Engagement staff shall have administrative oversight for all training documentation. Each Facility, Parole District, and Division shall be responsible for maintaining “Program Files” for all training events conducted. In addition to the above, each Facility, Parole District, and Division, shall be responsible for creating and maintaining Individual Training Files for all full-time, part-time, intermittent State Employees, Volunteers, and Contractual staff. These files may be subject to review through the Division’s annual audit process.

It shall be the responsibility of the Facility Training Coordinator to maintain a master list for all staff within the Facility. This list shall include the following: State, Contractual, Volunteers, and Inter-Agency Staff.

In an effort to reduce the physical space needed and limit the consumption of resources, Workforce Engagement shall use the following system for the retention of Individual Training Files and Program Files. All Program Files and Individual Training Files shall be in an electronic format and maintained on the Workforce Engagement server. These files shall consist of:

A. Individual Training Files:

The following information shall be included in all Individual Training Files and placed in the correct section.

Each staff member working within the Department shall have an Individual Training File that contains all their training information during their employment. Individual Training Files shall consist of five (5) separate sections that identify different areas of training completed by the staff member throughout their career with the Department.

1. Section 1: Training History Documentation

This section shall document all training completed by fiscal year, including completion of mandatory eLearning modules. This is accomplished by providing a Learner History Report. The Learner History Report will identify completed training for the fiscal year and is an LMS generated report.

Note: In addition to the fiscal year report, if there is a separation in employment for any reason, the Training Department must provide a Learner History Report at the time of separation. This shall be placed in Section 1.

2. Section 2: Preservice Academy Documentation

This section is used for documenting all training completed during all Preservice Academy. This section shall contain, at a minimum, the Preservice Academy Certificate and the PREA Acknowledgement Form.

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3. Section 3: Annual Inservice Training Documentation

This section shall be used to document the “Inservice Core” as established by the Department. This section shall contain, at a minimum, the Acknowledgement and Completion of Annual Inservice Training Form, and the PREA Acknowledgement Forms.

4. Section 4: Specialized Training Documentation

This section shall be used to document all training not included in Sections 2 and 3 (Excluding Instructor Certifications). This section shall be for Conferences, Certification Programs, Seminars, Symposiums, Outside Training Programs, and ERO Special Teams Certification and/or Training, including Firearms (Be It Known and Range Data Proficiency forms must be included in this section).

5. Section 5: Instructor Certification

This section shall be used to document all Instructor Certifications such as Training for Trainers, Instructor Development, Trainer Development, New Trainer Orientation, Skill-Based Certifications, Firearms Certification, CAPS Certification, QRT Certification, Presentation Skills Certification, Field Training Officer and Field Training Manager certifications, and Specialized Instructor Certification Programs. This section shall contain, at a minimum, the Certificate (or other acceptable verification) and Instructor Feedback Form (when applicable).

B. Program Files:

The following list of information shall be included in all Training Program files. Program Files must be maintained in alphabetical order by fiscal year, July 1 through June 30. Program Files shall include the following documentation:

1. Administrative Documentation: (if applicable)

- Incident Reports
- Training Enrollment Forms
- Absence Reports
- Inclement Weather Forms
- Instructor Schedule (agenda)
- Administrative Return Letter
- Make-up Letter
- Dismissal Letter
- Completion Letter

2. Attendance Roster/Sign-In Sheet

3. Test (written / Practicum)

4. Test Validation Sheets

5. Acknowledgement Forms

6. OJT Forms

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7. Program Evaluation
8. Other Program Specific Documents

NOTE: All Program Files must be completed within seven (7) business days at the conclusion of the program. Each of the above documents must be a different file within the Program File.

C. Post-Employment Training Documentation

If a request for training documentation, on any training, is requested by an individual who is no longer employed by the State of Indiana, Workforce Engagement Staff shall direct them to contact the State Personnel Department (SPD). Workforce Engagement shall provide them with the email SPDTraining@spd.in.gov.

D. Facility Training Manual

The Facility Training Coordinator shall maintain an electronic Training Manual. The Facility Training Coordinator shall work with training staff to ensure that the binder is maintained and kept up to date with the most current materials. An index of all the sections will be in the beginning of the binder. Each section will be separated by dividers and labeled with the name of the section. Certificates will be stored in alphabetical order. The Training Manual shall consist of the following sections:

1. Policy and Administrative Procedure 01-05-101 "Staff Training and Professional Development Programs"
 - a. Policy and Administrative Procedure 01-05-101 "Staff Training and Professional Development Programs"
 - b. Attachment #1
 - c. Attachment #2 - Preservice
 - d. Attachment #3 - Inservice Agendas
 - e. Updated Executive Directives and Addendums to Policy/ Procedure
2. Policy and Administrative Procedure 01-05-102 "The Administration and Operation of Employee Training Programs and Training Departments"
 - a. Policy and Administrative Procedure 01-05-102 "The Administration and Operation of Employee Training Programs and Training Departments"
 - b. Attachment #1
 - c. Attachment #2 – Progress Report Forms
 - d. Attachment #3 – State Forms
3. Training Division of Workforce Engagement's Annual Plan
 - a. Annual Plan
4. Preservice Academy
 - a. Preservice Academy Participant Guide
 - b. Preservice Academy Schedule

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- c. Preservice Academy Agenda
- d. DYS Academy Schedule
- e. DYS Academy Agenda
- f. Parole Academy Schedule
- g. Parole Academy Agenda
- h. Contract Agenda
- i. Part Time Driver Agenda
- 5. Transfer Requirements
 - a. Adult Population to Juvenile Training Requirements
 - b. Juvenile to Adult Population Training Requirements
 - c. Adult Male Population/Parole to Female Population Training Requirements
 - d. Adult Female to Adult Male Population Training Requirements
 - e. Parole to Adult Population Training Requirements
 - f. Facility to Parole
- 6. Inservice Program Agendas/Signoffs
 - a. Inservice Agendas/Offs
- 7. Division of Workforce Engagement's Course Catalog
 - a. Course Catalog
- 8. Training Through Technology
 - a. Distance Learning Documentation
 - b. Distant Learning Checklist
 - c. Chromebook Operational Directive
- 9. Miscellaneous Information/Documents/Emails
 - a. Emails for Manual
 - b. Miscellaneous Information
- 10. Facility Specific Information
 - a. List of certified staff for the following programs:
 - Quick Response Teams (QRT)
 - Certified Treatment Specialist/LEAP Approach
 - Restricted Status Housing Unit/Use of Separation in DYS Facilities
 - E-squad/K-9
 - Firearms (Glock, Rifle, and Shotgun)
 - b. Facility Supervisory Spreadsheet
 - c. Facility Inservice Dates
 - d. List of Facility Training Equipment
 - e. Training Committee Documents
 - Committee Appointment Letter (Members)
 - Quarterly Meeting Minutes
 - f. Annual Training Reports
 - Annual Training Plan
 - Annual Curriculum Review
 - g. Facility Trainers/Adjunct Instructors Master List
 - List of all certified Instructors for Skill-Based and Specialized Training Programs. This should include all Instructor Certifications with expiration dates. (i.e., Calming the Storm, JUCP, Certified Treatment Specialist, LEAP Approach, Preservice Academy, Quick Response Teams (QRT), Firearms, etc.)

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E. Instructor Manual

The Instructor Manual shall include the following for all instructors (Training Staff and Adjunct Instructors). The Instructor Manual shall be maintained by the Facility Training Coordinator.

1. Master Instructor List
2. Instructor Certifications
3. Instructor Observations
4. Mandatory Skills Refresher Certificate of Completion
 - It is the responsibility of the Training Coordinator/Supervisor to ensure the Instructor Manual is maintained and updated
 - Instructor Manual is to be secured by the Training Coordinator/Supervisor at all times
 - Only the Training Coordinator/Supervisor may review another employee's Instructor Observations

Additional information regarding the format of the Instructor Manual:

- Instructor Manual shall be in alphabetical order by Instructor's last name
- The documentation shall be in the following order after the log sheet:
 - Current Certification
 - Most recent observation to oldest observation
 - Mandatory Skills Refresher Certificate of Completion

F. Field Training Master Binder

Each Facility shall maintain a Field Training Master Binder. The Facility Training Coordinator shall work with the Field Training Manager to ensure that the binder is maintained and kept up to date with the most current materials. An index of all the sections will be in the beginning of the binder. Each section will be separated by dividers and labeled with the name of the section. Certificates will be stored in alphabetical order.

The Sections of the Field Training Master Binder will be in this order:

1. List of Current Field Training Officers (FTO) in alphabetical order with the FTM listed first, to include expiration of certifications.
2. Copy of Field Training Manager (FTM) and Field Training Officer (FTO) Certificates, placing the FTM Certificate first, and the FTO certificates after, in alphabetical order.
3. Current Performance Check Sheets for all Classifications. (A written test will be kept in a secure location behind a lock for each classification.)
4. Updated and most current version of Policy and Administrative Procedure 01-05- 101 and 01-05-102.

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5. All relevant OJT procedures/directives.
6. Preservice Academy schedules.
7. Copy OJT Quarterly Committee meetings for the last four quarters.

XI. INSTRUCTOR EXPECTATIONS AND TRAINING REQUIREMENTS:

This section outlines the expectations, responsibilities, and conduct standards for all instructors and facilitators delivering training within Indiana Department of Correction facilities. Ensuring high-quality instruction and professional conduct is essential to the effective delivery of professional development programs. Instructors are expected to uphold the mission and values of the Indiana Department of Correction by fostering a secure, respectful, and transformative learning environment.

A. Instructor Expectations:

This policy applies to all Indiana Department of Correction instructors, contracted facilitators, and volunteers engaged in instructional roles within the Indiana Department of Correction.

1. Professional Conduct

- a. Adherence to Indiana Department of Correction Policies- Instructors must comply with all IDOC Administrative Procedures, safety protocols, and facility rules.
- b. Professionalism- Maintain a professional demeanor and appearance at all times. Instructors shall model respectful, ethical behavior in all interactions.
- c. Confidentiality- Protect the privacy and confidentiality of all program participants in accordance with IDOC and state guidelines.
- d. Boundaries- Maintain appropriate boundaries with incarcerated individuals. Personal relationships, favoritism, and any behavior that could compromise security or professional integrity are strictly prohibited.

2. Instructional Responsibilities

- a. Curriculum Delivery: Deliver course material in accordance with the approved curriculum, ensuring that content aligns with Indiana Department of Correction goals and learning outcomes.
- b. Preparation and Punctuality: Be prepared for all sessions and arrive on time. Promptly notify the appropriate staff of any absence or delay.
- c. Classroom Management: Foster a safe and structured learning environment. Manage classroom behavior in a manner consistent with Indiana Department of Correction expectations.
- d. Engagement and Motivation: Utilize diverse instructional strategies to engage learners and encourage participation, skill development, and critical thinking.

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- e. Assessment and Feedback: Evaluate participant progress using approved assessment tools. Provide constructive feedback and maintain accurate records of attendance and performance.

3. Collaboration and Reporting

- a. Communication- Maintain regular communication with facility staff, program coordinators, and IDOC administration regarding program needs, concerns, and updates.
- b. Incident Reporting- Immediately report any safety concerns, behavioral issues, or incidents involving program participants to facility staff as required by this policy.
- c. Continuous Improvement- Participate in training, professional development, and program evaluation efforts as directed by IDOC.

XII. INSTRUCTOR OBSERVATIONS:

Instructor Observations are completed by qualified staff and shall be coordinated by the Facility Training Coordinator. Instructor Observations shall be conducted for Skill-Based, Knowledge-Based, and Special Issue training. Instructor Observations may be conducted based on Program Requirements, at the request of the Program Dean, or based on feedback received from Program Evaluations. Instructor Observations shall be conducted on Training Officers, Training Coordinators, Adjunct Instructors, Subject Matter Specialists (SMSs), and Division staff.

Upon completion of the Instructor Observation, the person conducting the Observation shall discuss the results with the Instructor, Facility Training Coordinator, Regional Training Manager, Facility Head, and Executive Director of DWE.

If the Instructor fails to meet a minimum score during the Observation, then the person completing the observation shall make recommendations for the instructor to complete remedial training. The recommendations shall be in writing and forwarded to the Program Dean and Regional Training Manager for review and approval.

The instructor shall receive a copy of the final report. Copies of all Instructor Observation reports shall be placed in the employees training packet, Section 5.

A. Facility Training Coordinator

- 1. Annual Observations- All Facility Training Coordinators shall be required to conduct an annual Instructor Observation of each Training Officer 4, Adjunct Instructor, and Subject Matter Specialist assigned to their respective facility or parole district.
- 2. Observation Focus- Observations will focus on instructional delivery, lesson plan adherence, student engagement, and overall effectiveness in the classroom or training environment.

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B. Field Training Manager

1. Annual Observations: All Field Training Managers shall be required to conduct an annual Instructor Observation of each Field Training Officer assigned to their respective business unit (facility or parole).
2. Observation Focus- Observations will focus on the Field Training Officer's ability to effectively train and mentor recruits, adherence to training standards, and overall performance as a Field Training Officer.

C. Regional Training Manager

1. Minimum Observations- Each Regional Training Manager shall be required to work with their Regional Training Specialist to conduct a minimum of one Instructor Observation for each Training Coordinator within their assigned region annually.
2. Observation Focus- Observations will focus on instructional delivery, lesson plan adherence, student engagement, and overall effectiveness in the classroom or training environment.

D. Regional Training Specialist

1. Minimum Observations- Each Regional Training Specialist shall be required to work with the Regional Training Manager to conduct, at a minimum, one Instructor Observation for each Training Coordinator within their assigned region annually.
2. Observation Focus- Observations will focus on the training officer's instructional skills, ability to engage learners, and overall effectiveness in delivering training programs.

XIII. CURRICULUM AND CURRICULUM DEVELOPMENT:

All curricula to include lesson plans, eLearning modules, PowerPoints, manuals, and all other program support material(s) shall be developed using the Instructional Theory into Practice (ITiP) instructional design model and Workforce Engagement approved format.

All training curriculum used for the purpose of training departmental staff, contractors, vendors, and volunteers must be reviewed and approved by the Executive Director of Workforce Engagement.

The Curriculum Development Specialists shall work with Subject Matter Specialists to review and edit curricula as necessary. This first review should focus on the following criteria:

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- Accuracy of content
- Policy compliance
- Best Practices

Curricula shall be submitted (using the method below) to the Curriculum Development Supervisor for review and approval.

The Curriculum Development Supervisor shall review the submitted materials for:

- Accuracy of content
- Proper format
- Policy compliance
- Grammatical errors
- Appropriate terminology (e.g., Incarcerated Individual)
- Best practices

Once the Curriculum Development has reviewed the curricula they shall either:

- Submit the curricula to the assigned Curriculum Development Specialist for revisions; or,
- Submit to the Curriculum Development Manager for the recommendation of approval.

After approving the curriculum, the Curriculum Development Manager shall submit the material to the Executive Director for approval. Workforce Engagement shall maintain a copy of all approved curricula.

The Curriculum Development Manager is responsible for creating an Annual Curriculum Review Plan to ensure compliance with departmental policy, administrative procedures, regulatory standards (ACA, PREA, etc.), and correctional best practices.

Upon approval of the Executive Director, a person deemed to have developed or revised curricula may be awarded training credit equal to the lesson/program. It shall be the responsibility of the employee and the employee's supervisor to request approval for consideration from the Executive Director.

XIV. TESTING PROCESS:

During any testing process, participants are not allowed to use manuals, notes, or other aids. If a participant fails a test after their first attempt, training staff shall offer to read the test to the participant. The participant shall retake the test immediately. If they fail it a second time the Regional Training Specialist and/or Training Coordinator shall coordinate with the Regional Training Manager to dismiss the participant from the Training Program. This dismissal is not a termination of employment but allows for the facility to have the discretion to request for re-admittance for the next Training Program or to complete specific training the staff member did not complete the first time.

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All tests administered by Workforce Engagement are solely based on the Performance Objectives of each program. Each program requiring a test (written or skill practicum) shall have a minimum passing score. Minimum scores range from 70% to 100% depending on the program.

A. Written Tests

The following procedures shall be followed when administering all written tests:

1. On the day of testing, staff shall procure enough test booklets to accommodate one test booklet for each participant. Each test booklet is numbered sequentially and shall be checked for continuity (Example: If ten participants are to be tested, test booklets #1 through #10 would be used). After testing has been completed, all test booklets shall be accounted for and returned to secure storage.
2. One test answer sheet shall be issued to each participant. A copy is provided as (Attachment 1-I) and may be reproduced locally as required.
3. Test answer sheets shall be distributed, and participants shall follow the instructions provided. All materials, books, pads, etc., shall be removed from an individual's test surface.
4. Participants shall be instructed to put away any electronic devices (phones, tablets, etc.) unless an electronic device is being used for testing purposes.
5. Participants shall be directed "not to start until instructed to do so."
6. Participants shall have up to one (1) hour to complete the test (written or electronic).
7. After confirming that each participant has a test answer sheet and booklet, participants shall place the number of the test booklet on the answer sheet in the space provided.
8. Participants shall be advised that after completing the test, all answer sheets and booklets must be turned into the instructor.
9. All tests shall be administered under direct and constant observation by a Training Officer or certified instructor.
 - a. For Preservice and DYS Academies, there shall be a minimum of two (2) instructors or training staff members, for up to 25 participants. One (1) instructor must be added to proctor pre-tests and post-tests. (i.e. 26-50 participants require three (3) instructors to proctor the test). At least one staff member proctoring a test must be part of the Training Department (includes Adjunct Instructors).
10. After participants complete the test and return the test booklet and answer sheet, they shall exit the testing area. Once the testing process is complete, participants shall return to the classroom.
11. All participants' tests shall be graded by the instructor or training staff, before the class is dismissed.
12. Validate missed questions using Attachment 1-J, recording all questions missed by each participant.
13. After scoring, answer sheets shall be returned to participants to review their scores and missed questions.
14. All answer sheets shall be collected, ensuring that one answer sheet is returned by each participant.
15. Instructors shall be responsible for ensuring that all tests are accounted for at the end of the class and any discrepancies are immediately reported to the appropriate manager

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B. Electronic Tests

The following procedures shall be followed when administering electronic tests:

1. The Training Coordinator is responsible for enrolling participants into the designated electronic test.
2. The Training Coordinator is required to submit a Learning History Report for all staff scheduled to take an electronic test, at least five (5) Business Days before the date of the test (OJT Final Test and Self-Study). They will request the Instructor ID and Proctor Code from their Regional Training Manager or Regional Training Specialist at that time.
3. Only a member of the Workforce Engagement Management or Supervisory Team may provide proctor codes for electronic tests.
4. All tests shall be administered under direct and constant observation by a Training Officer or certified instructor.
 - a. For Preservice and DYS Academies, there shall be a minimum of two (2) instructors or training staff members, for up to 25 participants. One (1) instructor must be added to proctor pre-tests and post-tests. (i.e. 26-50 participants require three (3) instructors to proctor the test). At least one staff member proctoring a test must be part of the Training Department (includes Adjunct Instructors).
5. Participants shall be instructed to put away any personal electronic devices (phones, tablets, etc.).
6. Participants shall be directed “not to start until instructed to do so.”
7. Participants shall have up to one (1) hour to complete the test (written or electronic).
8. Participants shall be advised that after they have completed the test, Training Staff will confirm their grade.
9. Only one window is allowed to be open during the testing process.
10. At the end of the program, Training Staff shall check each tablet for signs of misuse, including the search history, per IRUA.
11. Follow all Chromebook procedures (see Attachment 1-S).

C. Practicum Testing Requirements

At the conclusion of a skill-based training program. Participants shall be required to perform specific skills and or techniques learned during the program. This may include personal protection techniques, searches of a person, application of restraints, cardiopulmonary resuscitation, first aid, or other skills.

1. All skill-based practicum evaluations must be performed by an instructor certified to instruct at the skill level of the evaluation being performed (i.e. end-user, Apprentice Instructor, Level 1 Instructor, Level 2 Instructor, etc.).

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2. Practicum Evaluations shall be completed at a ratio of 1 evaluator to no more than 2 participants.
3. Participants may request that the skills practicum evaluation be completed in a private setting outside of view of other program participants.
4. End User Skill-Based Practicums require an 80% passing score.

D. On-the-Job Testing Requirements

Trainees must achieve a score of 70% on their final OJT Test, they should be given the opportunity to take a second test. The second test shall not be administered until a Field Training Officer has retrained the staff person on the task sheets covering the missed topics of the test. This will require the trainee to remain assigned to training until the trainee has been retrained and given the second test. If the trainee fails both tests, the program dismissal process shall be followed.

E. Requests for Reasonable Accommodation

Individuals who require accommodation are encouraged to communicate with their Training Coordinator in advance of any test. Reasonable steps shall be taken to accommodate the learner. This shall include reading the test to the participant, providing alternative media for the test, etc.

Process to Request Accommodations During Testing

1. Accommodations should be requested twenty-four (24) hours in advance to allow training staff to provide reasonable accommodations, via necessary equipment or staffing.
2. This request should be made to the Training Coordinator who shall then take necessary steps to accommodate.
3. The dismissal process will remain the same for whom reasonable accommodation is made.

Failure to maintain the integrity of the test, the test process, and the test area could result in disciplinary action against person(s) responsible. Lost or compromised tests must be reported immediately to the Regional Training Manager, Program Dean, Curriculum Development Manager, and Executive Director.

XV. PROGRESS REPORT:

The Progress Report shall be considered an annual formal review and evaluation of a Facility's or Division's training operation conducted by Workforce Engagement Supervisory Staff. The

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review and evaluation shall include a record-keeping system, compliance with training policy, annual training plan, qualifications of instructional staff, training committee support, program design, delivery, and On-the-Job Training (OJT).

A. Regional Review

The Regional Review shall be conducted in the months of September and October for the current Fiscal Year. This audit will be conducted by the Regional Training Manager of the Region. The Regional Audit Review will be shared with the Facility Head and Training Coordinator, along with the score recorded for the Division of Workforce Engagement tracking purposes. The Regional Audit Review shall be provided to the Facility Head by December 15th.

B. Mock Progress Report

The Mock Progress report shall be completed during the months of January and February and the results shall be provided to the Facility Head by March 15th of the current Fiscal Year.

C. Official Progress Report

The Official Progress Report Review shall be completed during the months of July and August of the new fiscal training year. The Official Progress Report results shall be provided to Facility Head by October 15th. The Regional, the Mock, and the Official Progress Reports shall be completed for the same training year.

D. Scoring

The cumulative scores are interpreted as:

- 85 – 100

This is the expected score range.

- 70 – 84

A cumulative score in this range indicates there are areas that require improvement. A score in this range would require a Corrective Action Plan to be implemented.

- 69 <

A cumulative score of 69 or below indicates that there are several deficiencies that require immediate corrective action. Depending on the score and other circumstances, a Performance Improvement Plan may be suggested, with a Corrective Action Plan.

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E. Monitoring

In accordance with this policy and administrative procedure, the Executive Director is responsible for the comprehensive development, implementation, review, and evaluation of training on a department-wide basis. These responsibilities are met through continual monitoring of the training process at all levels.

Workforce Engagement Regional Training Managers and Regional Training Specialists shall conduct at a minimum one (1) Site Observation each quarter for one of the facilities within their region, ensuring by the end of the training year each facility has had at least one Site Observation conducted. Those results are to be submitted to the Executive Director and Operations Manager and reviewed with the Training Coordinator the day of the observation.

F. Audit Tools

The Executive Director shall authorize standardized audit tools to be utilized by Workforce Engagement Supervisory Staff and Training Coordinators to evaluate the established criteria noted in this policy and administrative procedure (Attachments 2-A, 2-B, 2-C, 2-D). The Audit Tools will ensure that a consistent system of measurement is in place to evaluate each facility in a systematic manner.

G. Rebuttal Process

If the Facility Head wishes to dispute any finding from the Audit Process, the Training Coordinator will submit a Rebuttal form. The Training Coordinator will be given access to the form and must fill out all portions properly. They will be given ten (10) business days from receiving their official score to complete their rebuttal.

The Division of Workforce Engagement staff member assigned to the rebuttal process will have seven (7) business days from submission to complete the review. They will notify both the facility and the auditors of their findings and recommended actions.

H. Corrective Action Plans

If a facility at any time has a score of 84 points or below during the Mock or Official Progress Report, they will be required to create a Corrective Action Plan. This action plan will outline the process that will be taken to correct all deficiencies that were identified during the review. The Regional Training Specialist will be responsible for scheduling meetings with the Facility Head, Training Coordinator, and Regional Training Manager to provide updates on the progress of the action plan to ensure all corrections are made prior to the next review.

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XVI. STAFF APPOINTMENTS AND TRAINING REQUIREMENTS:

The Executive Director of Workforce Engagement shall establish guidelines for the selection, appointment, and training of all personnel providing training to departmental staff.

A. Selection Process

The selections process for Correctional Training Officer 4, Correctional Training Officer 3, Correctional Program Coordinator 3, Correctional Program Director 2, and Correctional Program Director 1, shall follow the process outlined below:

1. Initial Interview (phase 1)
The initial interview shall follow the standards process of interview and selection as outlined by the State Personnel Department.
2. Oral Presentation (phase 2)
The second interview shall consist of the same panel members as the initial interview. During the second interview the selected applicants will give a 20-minute presentation utilizing approved curriculum.

B. Appointment and Training Requirements:

1. Correctional Training Officer 3 (Training Coordinator, Training Specialist, Curriculum Development Specialist):

The Facility/Division Head, Regional Training Manager, and Regional Training Specialist with the approval of the Executive Director, shall appoint the Facility/Division Training Coordinator. If the Facility/Division Training Coordinator is a staffing table position, the Training Coordinator shall be employed according to the job qualifications and the procedures established by the State Personnel Department with the Executive Director, or designee, serving as a member of the interview and selection panel.

The Training Coordinator position selection by the Facility Head / Division Head, in consultation with the Regional Training Manager, Regional Training Specialist, and Executive Director, shall be based upon the following:

- Training experience
- Education

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- Relevant experience; (corrections, criminal justice, other)
- Technical expertise in related subject matter
- Ability to communicate well verbally and in writing
- Organizational skills
- Ability to be a leader and role model

If the Training Officer position is not a staffing table position, selection by the Facility/Division Head will be made in consultation with the Regional Training Manager, Regional Training Specialist, and Executive Director.

Upon selection/appointment of a new Facility/Division Training Coordinator, the Regional Training Manager shall coordinate within the first week of assignment / selection the dates for the new Training Coordinator to complete the following training requirements within established timelines:

- a. Satisfactorily complete Instructor Development and Trainer Development Programs, approved by the Executive Director that minimally includes “Adult Learning Theory” “Presentation Skills” and “Classroom Management” within the first 12 months of appointment.
- b. Satisfactorily complete the Workforce Engagement’s “New Correctional Trainer Orientation” within 30 days of appointment.
- c. Satisfactorily complete the Workforce Engagement’s “New Training Coordinators” eLearning Module within 30 days of appointment.
- d. Satisfactorily complete job specific On-the-Job Training within 30 days of appointment.
- e. Facility Training Coordinators shall satisfactorily complete an approved Learning Management System Training program within 30 days of appointment.
- f. Within 12 months of appointment, all new Facility Training Coordinators shall complete the Department’s DOC Supervisory Program.
- g. Satisfactorily complete the Workforce Engagement’s “Field Training Manager” certification within 45 days of appointment.

2. Correctional Training Officer 4:

Training Officers shall develop, coordinate, conduct, and evaluate specialized training programs, skilled-based programs, and assist other facilities/divisions and Regional Training sites by conducting training as needed.

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If the Training Officer position is not a staffing table position, selection by the Facility/Division Head, in consultation with the Regional Training Manager, Regional Training Specialist, and Executive Director, shall be based on:

- Training experience
- Education
- Relevant experience; (corrections, criminal justice, other)
- Technical expertise in related subject matter
- Ability to communicate well verbally and in writing
- Organizational skills
- Ability to be a leader and role model

Within the first 12 months of selection/appointment the new training officers must complete the following training requirements:

- a. Satisfactorily complete the Instructor Development and Trainer Development Programs, approved by the Executive Director that minimally includes “Adult Learning Theory,” “Presentation Skills,” and “Classroom Management.”
- b. Satisfactorily complete the “New Correctional Trainer Orientation” within the first 30 days of appointment.
- c. Facility Training Officers shall satisfactorily complete an approved Learning Management System Training program within 30 days of appointment.
- d. Satisfactorily complete On-the-Job Training within 30 days of appointment.

3. Administrative Assistant (Training Department):

Upon selection/appointment of a new Facility/Division Training Administrative Assistant, the Regional Training Manager shall coordinate within the first week of assignment / selection the dates for the new Training Administrative Assistant to complete the following training requirements within established timelines:

- a. Satisfactorily complete the “New Correctional Trainer Orientation” within the first 60 days of start date.
- b. Training Administrative Assistant shall satisfactorily complete an approved Learning Management System Training program within 30 days of appointment.

4. Adjunct Instructors:

Division of Workforce Engagement adjunct instructors shall assist Facilities, Regions, and external agencies in conducting Workforce Engagement Programs, Trainer Development Programs, Certification Programs, Workshops, and Training Seminars.

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At a minimum, all Skill-Based Adjunct Instructors shall complete Presentation Skills Instructor Led Training in addition to any required Instructor Certification Program.

Knowledge-Based Adjunct Instructors shall complete Presentation Skills eLearning in addition to any required Instructor Certification.

Program Dean/Lead shall be responsible for verifying all requirements are met before certifying an Adjunct Instructor in a specific certification.

5. Subject Matter Specialist (SMS):

Select personnel may serve as Adjunct Instructors in the areas of their professional expertise. Individuals deemed to be Subject Matter Specialists (SMS) shall assist facilities, regions, and external agencies in conducting Workforce Engagement Programs, Trainer Development Programs, Certification Programs, Workshops, and Training Seminars.

The designation of SMS shall be based on a combination of the individual's educational background and professional experience in the area related to the curriculum for the designation of SMS. It is highly encouraged that SMS complete a presentations skills course prior to instructing.

Only the Executive Director of Workforce Engagement may waive an Instructor Certification requirement. Request for exception of a certification based on education and/or professional experience must be submitted to the Executive Director in writing.

The Operations Manager may with approval of the Executive Director authorize individuals to serve as Subject Matter Specialist for on-the-job training.

6. Training Credit for Instructing Programs:

Instructors may be awarded training credit for instructing a program once a training-year. To be awarded training credit, the following conditions must be met:

- The instructor must be listed on the program agenda for the topics that credit is being awarded
- The instructor must sign the sign-in sheet

XVII. TRAINING STAFF RESPONSIBILITIES:

All Training Staff, including Adjunct Instructors and Subject Matter Specialists, are responsible for ethical conduct and role modeling of professional behavior in word, deed, and interactions

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with others, and for the career development of staff. These staff shall develop, coordinate, conduct, and evaluate training programs and assist other facilities/divisions by conducting training as needed.

A. Training Staff Responsibilities

1. Regional Training Manager

The Regional Training Manager is responsible for the design, establishment, and administration of the training programs for their region. They are responsible for the administration and operation of the Preservice Academy. The Regional Training Manager is responsible for the administration, implementation, and evaluation of all training over their region.

- a. Each Regional Training Manager has operational responsibility over the trainers in their region and is accountable for the quality, implementation, and documentation of all training in their region.
- b. Recruits, interviews, and recommends staff for promotion to the Executive Director of Workforce Engagement.
- c. Documents subordinate performance and provides the Executive Director with a summary of the work performance.
- d. Makes progressive discipline, work improvement, or retraining recommendations to the Executive Director of Workforce Engagement for training participants who fail to meet appropriate performance standards.
- e. Serves as a permanent member of each supporting facility's Facility Training Committee.
- f. Assists in performing special projects/assignments as directed by the Executive Director.
- g. Conducts site inspections, review audits, reviews/recommends training curriculum and annual training needs assessments/plans as instructed by the Executive Director.
- h. Responsible for the recruitment and evaluation of various adjunct trainers and contract specialists for Special Issue Workshops.
- i. Develops staffing plans to improve succession planning at the Facilities within their assigned Region.
- j. Co-Instruction
 - Each Regional Training Manager will be required to co-instruct a minimum of one knowledge-based curriculum with the Training Coordinator at each facility/Parole Division within their assigned region annually.

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- The co-instruction can be accomplished concurrently with an Instructor Observation.

2. Regional Training Specialist

The Regional Training Specialist is responsible for the design, establishment, and administration of the training programs for their region. The Regional Training Specialist will recruit and supervise various trainers, adjunct trainers, and subject matter specialists. The Regional Training Specialist reports to the appropriate Regional Training Manager of Workforce Engagement. Each Regional Training Specialist has operational responsibility over the training staff in their assigned region. Directs the planning, coordination, development, performance, and evaluation of the Preservice Academy.

- a. Reviews and documents Facility Correctional Trainers' performance and provides the Facility Head and Regional Training Manager with a summary.
- b. Serves as a permanent member of each supporting facility's Facility Training Committee.
- c. Provides instructional support when necessary.
- d. Provides support, assistance, and guidance to trainees.
- e. Responsible for the recruitment and evaluation of full time Training Staff, various Adjunct Trainers, and Subject Matter Specialists for various programs.
- f. Provides support, assistance and guidance to trainees.
- g. Develops and compiles training manuals and materials.
- h. Reviews, updates, and compiles training materials and makes recommendations for their use on an annual basis.
- i. Assists in organizing special workshops and seminars within their Region.
- j. Tests, measures, and evaluates trainee performance and makes recommendation on retention or working status.
- k. Ensures that all training programs, procedures, methods, and standards comply with national standards.
- l. Develops Corrective Action Plans for facility training departments who receive a score of 84 or below on their Mock and Official Progress Report.
- m. Work with Field Training Managers in their assigned Region(s) to develop and review the Bi-Annual OJT reports.
- n. Lead the Bi-Annual OJT Review meetings for their assigned Region(s).
- o. Co-Instruction:
 - Each Regional Training Specialist will be required to co-instruct a minimum of one knowledge-based curriculum with a Training Staff member at each facility/Parole Division within their assigned region annually.

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- The co-instruction can be accomplished concurrently with an Instructor Observation.

3. Curriculum Development Manager

The Curriculum Development Manager is responsible for the design, establishment, and administration of the training programs for all operations, support, and program service staff. The Curriculum Development Manager is responsible for the administration, implementation and evaluation of orientation, Inservice, and specialized training essential to the mission of a specific division or facility.

- Directs the planning, coordination, development, performance, and evaluation of the Division's training programs for the Department, that includes researching, designing, developing, and executing strategies to achieve agency purpose, goals, and objectives.
- Assists the Executive Director in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- Responsible for overseeing the revision of curriculum and program materials utilized for training programs throughout the Department.
- Responsible for managing, monitoring, and implementing all aspects of the Workforce Engagement Curriculum Plan.
- Provides budgetary assistance and makes recommendations to the Executive Director.
- Develops and assigns trainers the responsibility of developing eLearning Training Modules and other technology training advancements.
- Supervises the operation of the Learning Management System and electronic training file system for the Division.
- Establishes collaborative working relationships with community-based programs, leaders, allied criminal justice agencies and other departmental trainers.
- Evaluates proposed and existing staff training content and delivery strategies to ensure current policies, procedures, standards, and best practices are incorporated.
- Prepares, develops, and reviews reports pertaining to the Workforce Engagement's policy, procedures, guidelines, and requirements.
- Supervise, direct, coach, evaluate the operational work, clarifying and interpreting policies and program procedures, resolve disputed issues, discipline as needed, and evaluate performance of staff assigned within their area of responsibility, and offer professional growth opportunities.
- Supervises other programs and program sections, assigned, or as needed.
- Serves as the Performance Measurement Committee Co-Chair.

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4. Curriculum Development Supervisor

The Curriculum Development Supervisor is responsible for the design, establishment, and administration of the training programs under their supervision. The Curriculum Development Supervisor is responsible for the evaluation of orientation, Inservice, On-The-Job Training, and specialized training essential to the mission. The incumbent will recruit and supervise various adjunct trainers and subject matter specialists, performing their duties under the supervision of the Curriculum Development Manager.

- a. Coordinates the planning, performance, and evaluation of training programs for the Department, including researching, designing, developing, and executing strategies to goals and objectives.
- b. Assists the Curriculum Development Manager in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- c. Responsible for coordinating the revision of the curriculum and program materials utilized for training programs.
- d. Responsible for monitoring and implementing aspects of the Workforce Engagement Curriculum Plan.
- e. Develops and assigns trainers the responsibility of developing eLearning Training Modules and other technology training advancements.
- f. Evaluates proposed and existing staff training content and delivery strategies to ensure current policies, procedures, standards, and best practices are incorporated.
- g. Prepares, develops, and reviews reports pertaining to Workforce Engagement's policy, procedures, guidelines, and requirements.
- h. Supervises other programs and program sections, assigned, or needed.
- i. Acts on behalf of the Curriculum Manager in their absence, as approved.

5. Curriculum Development Specialist

The Curriculum Development Specialist provides specialized instruction for both new and veteran employees. They work under the supervision of the Workforce Engagement Curriculum Development Supervisor in program design, establishment, and administration of the training programs.

- a. Assists with efforts to develop department eLearning Modules for compliance training.

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- b. Assist with the planning, coordination, development, performance, and evaluation of the training programs for the Department, including researching, designing, developing, and executing strategies to achieve agency purpose, goals, and objectives.
- c. Assists with revisions of curriculum and program materials used for training programs throughout the Department.
- d. Coordinates, develops, and instructs training programs as needed at regional training locations and facilities throughout the State at various locations.
- e. Assists with evaluating proposed and existing staff training content and delivery strategies to ensure current policies, procedures, standards, and best practices are incorporated.
- f. Assists with the development of training aids, techniques, and methodologies.
- g. Develops and compiles training manuals and materials.
- h. Assist with liaison duties as assigned for classes, programs, or special workshops held at CTI.
- i. Works on and completes special project/assignments as directed by Workforce Engagement's Supervisory and Management Staff, as approved.

6. Correctional Retention Manager

The Correctional Retention Manager (CRM) is responsible for directing the work of the Correctional Retention work group. The Correctional Retention Manager shall work with agency leadership and the Executive Director of Workforce Engagement to design, establish, and administer the Indiana Department of Correction's employee retention programs.

- a. Directs the planning, coordination, development, performance and evaluation of the Retention Programs for the Department, including researching, designing, developing, and executing strategies to achieve agency purpose, goals, and objectives.
- b. Assists the Executive Director in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- c. Is responsible for overseeing the revision of marketing materials utilized for retention programs throughout the Department.
- d. Is responsible for managing/monitoring/and implementing all aspects of the Department wide Retention Plan.
- e. Works closely with Agency Executive Staff, Wardens, Division Directors, and State Personnel staff to design, implement, and evaluate strategies for employee engagement.

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- f. Is responsible as Dean of the Leading From Within Retention Team Monthly Activities.
- g. Supervises, directs, coaches, evaluates the operational work, clarifying and interpreting policies and program procedures, resolving disputed issues, disciplining as needed and evaluates performance of staff assigned within their area of responsibility and offers professional growth opportunities.

7. Correctional Retention Specialist Supervisor

The Correctional Retention Specialist Supervisor is responsible for supervising the Correctional Retention Specialists in the performance of their duties. The Correctional Retention Specialist Supervisor shall make recommendations for the design, establishment, and administration of the Indiana Department of Correction's employee retention programs. The Correctional Retention Specialist Supervisor works under the direct supervision of the Correctional Retention Manager. Correctional Retention Specialist Supervisor is responsible for implementing and monitoring programs and initiatives as directed by the Correctional Retention Manager and Executive Director of Workforce Engagement.

- a. Coordinates the planning, development, performance and evaluation of retention programs for the areas under their supervision, including researching, designing, developing, and executing strategies to achieve goals and objectives.
- b. Assists the Correctional Retention Manager in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- c. Acts on behalf of the Correctional Retention Manager in their absence, as approved.
- d. Is responsible for coordinating the revision of marketing materials utilized for retention programs.
- e. Is responsible for monitoring and implementing aspects of the Department wide Retention Plan.
- f. Coordinates, develops, and instructs training programs as needed at regional training locations and facilities throughout the State at various locations.
- g. Works closely with Wardens, Division Directors, and State Personnel staff to design, implement, and evaluate strategies for employee engagement.

8. Correctional Retention Specialist (CRS)

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The Correctional Retention Specialist is responsible for making recommendations for the design, establishment, and administration of the Indiana Department of Correction's employee retention programs. The Correctional Retention Specialist works under the direct supervision of the Correctional Retention Specialist Supervisor. The Correctional Retention Specialist is responsible for implementing and monitoring programs and initiatives as directed by the Correctional Retention Specialist Supervisor, Correctional Retention Manager, and Executive Director of Workforce Engagement.

- a. Works with State Personnel Department staff to coordinate Long-Term Surveys and Exit Interviews.
- b. Attends roll calls to inform staff of upcoming training events and opportunities.
- c. Makes recommendation on retention or working status.
- d. Prepares and distributes surveys and questionnaires used as data reference, including, but not limited to, Solution-Based Surveys, 1 Year Post Training Surveys, and Culture Assessments.
- e. Work with administration to develop positive culture ideas through team building.

9. Operations Manager

The Operations Manager is responsible for overseeing the research, curricula development, design, establishment, and administration of Skill-Based and field training programs for Workforce Engagement. Additionally, the Operations Manager is responsible for facility's management of operations including planning, organizing, developing, and directing the overall operation of the physical plant services unit in accordance with policies and procedures, current federal, state, and local standards, guidelines and regulations to assure that the facility is maintained in a safe and comfortable manner. Physical plant services consist of three (3) major functional areas: engineering, grounds-keeping, and safety/security. Primary areas include program support, physical plant needs/repairs, overseeing operational support staff, security operations, work schedule coordination, and collaborative agreements.

- a. Develops performance and evaluation tools to be utilized in agency/division training programs and special issue workshops.
- b. Researches, designs, develops, and executes various training strategies while adhering to established departmental goals and objectives.
- c. Establishes an effective working relationship with community-based program leaders, criminal justice agencies, and other trainers both in and out of state, and colleges/universities' academicians.
- d. Provides Department-wide operational support and services.

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- e. Works closely with Executive Directors, Division Directors, Wardens, department heads, and contract providers to provide relevant training opportunities that are classification/job specific.
- f. Acts as Accreditation Manager and oversees the compliance of all national standard areas related to skill-based training, fiscal, health and safety, and physical plant.
- g. Provides budgetary assistance and makes recommendations to the Executive Director.
- h. Assists the Executive Director in developing division goals and objectives as well as developing essential tools to effectively measure program and staff performance.
- i. May act as a subject matter specialist and training resource regarding all training-related matters.
- j. Is responsible for the development and implementation of orientation/on-the-job/Inservice training for subordinate staff.
- k. Is responsible for maintaining fixed asset inventory, maintenance, and approval of work orders for repair.
- l. Assists in the development of Division activities.
- m. Supervises assigned staff in the performance of their duties by directing, coaching, evaluating, clarifying, and interpreting policies/procedures, resolving disputed issues, discipline as needed, and offering professional growth opportunities (support staff, physical plant, operational support staff, etc.).
- n. Supervises other programs and program sections, as assigned, or needed.
- o. Coordinates and manages physical plant operations and lodging needs of participants.
- p. Assists in performing special projects/assignments as directed by Executive Director.
- q. Conducts site inspections, program review audits, review/recommend training curriculum, and annual training needs assessment/plans as instructed by Executive Director.
- r. Acts as a point of contact or liaison for the Division with other departmental, State & local agencies and other stakeholders.

10. Regional Operations Supervisor

The Regional Operations Supervisor provides operational support for the Operations Manager in operation of the Correctional Training Institute facilities, curriculum development and design, and establishment and administration of skill-based and on-the-job training programs. The Regional Operations Supervisor works directly with Field Training Managers and facility training staff at assigned facilities to provide support with quality assurance of the On-the-Job Training Program and Skill-Based programs. Primary areas include program support, physical plant needs/repairs, housekeeping operations, security operations, collaborative agreements, and other duties as assigned.

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- a. Plan, coordinate, schedule, and evaluate training programs to achieve agency goals and objectives.
- b. Test, measure, and evaluate trainee performance based on established standards.
- c. Prepare and disseminate monthly and annual program reports.
- d. Ensure that all training programs, procedures, methods, and standards comply with established standards.
- e. Collaborate with facility leadership to enhance the learning environment and performance of employees.
- f. Collaborate with other trainers on joint training programs.
- g. Prepare training materials and train agency employees on program requirements and usage.
- h. Serve as a liaison between agency, state, and other stakeholders.

11. Training Coordinator

The Training Coordinator provides specialized instruction for both new and veteran employees at their assigned facility, regional training site, and the Correctional Training Institute. The Training Coordinator is responsible for the establishment and administration of the training programs for all facility staff. They are responsible for coordinating and supervising various adjunct trainers, instructors, and subject matter specialists in delivery of authorized training materials, lesson plans, skilled-based training, and projects.

- a. Conducts Orientation, Inservice, On-the-Job Training, and Preservice Academy instruction for all staff.
- b. Analyzes the effectiveness of training.
- c. Researches and develops training curricula to meet specific performance objectives.
- d. Develops training aids and techniques.
- e. Reviews, updates, and compiles training materials and makes recommendations for their use on an annual basis.
- f. Assists in organizing special workshops and seminars.
- g. Tests, measures, and evaluates trainee performance and makes recommendations on retention or working status.
- h. Provides support, assistance, and guidance to trainees as appropriate.
- i. Develops and compiles training manuals and materials.
- j. Ensures that all training programs, procedures, methods, and standards comply with national standards.
- k. Assists in the safety and the security of the facility.

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- l. Collaborates with all departments within the facility to enhance the learning environment and performance of employees.
- m. Promotes positive professional values and personal accountability.
- n. Maintains a variety of training records, course information, and prepares written reports regarding training programs as directed by this policy and the Regional Training Manager.
- o. Participates as the Chairperson of the Facility Training Committee.
- p. Maintain an Instructor Binder.

12. Training Officer

The Training Officer provides specialized instruction for both new and veteran employees at one of the Department's Correctional Facilities. The Training Officer will coordinate/supervise various adjunct trainers and subject matter specialists. The Training Officer will also provide instructional support at the regional training sites, and Correctional Training Institute, as needed.

- a. Conducts Orientation, Inservice, On-the-Job Training, and Preservice Academy instruction for all staff.
- b. Develops training aids and techniques.
- c. Assists in organizing special workshops and seminars.
- d. Tests, measures, and evaluates trainee performance and makes recommendations on retention or working status.
- e. Provides support, assistance, and guidance to trainees as appropriate.
- f. Develops and compiles training manuals and materials.
- g. Promotes positive professional values and personal accountability.
- h. Maintains a variety of training records, course information, and prepares written reports regarding training programs.
- i. Attends and successfully completes all required training and certifications.

13. Training Specialist

The Training Specialist provides specialized instruction for new employees at the Correctional Training Institute (CTI) and regional site facilities. They are responsible for coordinating all Preservice Academies held at CTI and working with facilities within the region to enroll all new employees to attend. They will also serve as support specialists in all assigned programs at CTI.

- a. Serve as the primary lead instructor for all Preservice Academies at CTI.

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- b. Completes all LMS and performance measurement information for the Preservice Academies.
- c. Analyzes the effectiveness of training.
- d. Reviews, updates, and compiles training materials and makes recommendations for their use on an annual basis
- e. Assists with liaison duties as assigned for classes, programs, or special workshops held at CTI.
- f. Provides support and assistance with special projects as assigned.
- g. Compiles training manuals and materials for new employees and training programs as required.
- h. Assists in the safety and security of the facility.
- i. Promotes positive professional values and personal accountability.
- j. Maintains a variety of training records and course information regarding training programs.
- k. Maintains current instructor certifications.

XVIII. MUTUAL SUPPORT:

Mutual support among trainers (Facility, Division, Central Office, and Outside Agencies) for cooperation and collaboration is expected and required for:

- Improvement of trainers' skills individually.
- Enhancement of trainers' credibility collectively.
- Advancement of the training profession; and,
- Facilitation of operations at the Regional Training sites.

Mutual support among trainers provides an opportunity for increased efficiency in the delivery of training through:

- More effective trainer/participant ratios
- Better use of space, equipment, and materials
- Distance Learning through use of Microsoft Teams

Adjunct instructors shall assist Facilities, Regions, and Outside Agencies in conducting Workforce Engagement Programs, Trainer Development Programs, Certification Programs, Distance Learning Programs, Workshops, and Training Seminars. Facility Training Coordinators, Facility Training Officers, Adjuncts Instructors, and Subject Matter Specialists shall provide

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support at their Regional Preservice Academy programs, regardless if they have staff attending from their facility/district/division.

XIX. PRESERVICE ACADEMY TRAINING STAFF RESPONSIBILITIES:

The Preservice Academy is approved by the Commissioner for the training of all new staff. All new staff must complete this training prior to supervising incarcerated individuals or working in any division of the Department. This training will include a variety of skill-based and knowledge-based learning, with written, oral, and practicum evaluation to verify comprehension. This training shall include, but not limited to, Personal Protection, Security Skills, crisis intervention, and De-Escalation techniques.

The Preservice Academy schedule shall be developed and coordinated by Workforce Engagement. When scheduling and conducting Preservice Academy, new employees will complete all four weeks of Preservice Classroom Training and all four weeks of On-the-Job Training. DYS Facilities shall also complete the DYS Academy. No employee shall start with On-the-Job Training prior to attending Preservice Academy classroom training.

The Department and the facilities shall demonstrate it has examined, and where appropriate and feasible, implemented strategies that promote recycling, energy and/or water conservation, pollution reduction, and utilization of renewable energy alternatives. An overview of any sustainable and environmentally friendly practices shall be covered in the Preservice Academy.

A. Administration and Operation of the Preservice Academy

The Executive Director of Workforce Engagement has complete oversight of all administrative and operational matters related to the Preservice Academy.

The Executive Director may designate remote locations away from the Correctional Training Institute to operate as a Regional Training Site. In all cases, these sites shall adhere to this procedure in its entirety.

The Executive Director shall designate Regional Training Managers to oversee and manage the Preservice Academy in each region.

The Training Regions and associated training sites are:

1. Central Region

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Regional Training Site: Plainfield Correctional Facility

Region includes the following facilities: Plainfield Correctional Facility, Reception Diagnostic Center, Indiana Women's Prison, Central Office, Edinburgh Correctional Facility, and Heritage Trail Correctional Facility.

2. East Region

Regional Training Site: Correctional Training Institute

Region includes the following facilities: Branchville Correctional Facility, Correctional Industrial Facility, Madison Correctional Facility, Pendleton Correctional Facility, Pendleton Juvenile Correctional Facility, and New Castle Correctional Facility.

3. North Region

Regional Training Site: Westville Correctional Facility

Region includes the following facilities: Westville Correctional Facility, Chain O' Lakes Community Re-Entry Center, Indiana State Prison, and South Bend Community Re-Entry Center.

4. North Central Region

Regional Training Site: Miami Correctional Facility

Region includes the following facilities: Miami Correctional Facility, LaPorte Juvenile Correctional Facility, and Logansport Juvenile Correctional Facility.

5. West Region

Regional Training Site: Putnamville Correctional Facility

Region includes the following facilities: Putnamville Correctional Facility, Wabash Valley Correctional Facility, and Rockville Correctional Facility.

B. Program Attendance

All new staff persons who have incarcerated individuals/parolee/youth contact shall attend the Preservice Academy unless they have been separated from Department employment for less than one (1) year and return to the same or similar classification. (Note: Incarcerated individuals contact refers to staff that either directly supervise incarcerated individuals or have regular daily contact with incarcerated individuals.)

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If approved for a modified Preservice Academy schedule the Regional Training Manager shall provide the minimum training requirements in writing.

New staff shall not have unsupervised contact with incarcerated individuals/parolee/youth prior to successful completion of all requirements of the Preservice Academy.

1. The Regional Training Manager may make a request to the Executive Director, at the request of a Facility Head, that any veteran staff be enrolled into a portion or all of the Preservice Academy. These requests shall indicate the training needs. Training is conducted for knowledge and skill development. It should not be used for disciplinary actions.
2. Enrollment by External Agencies: When resources are available, Division training may be available to external agencies. Requests for training from external agencies shall be forwarded for review, recommendation, and approval by the Executive Director. There may be a reimbursable cost associated with training non- departmental staff.

C. Program Structure and Responsibilities

The Preservice Academy shall be structured with four weeks of instructor-led classroom training followed by on-the-job training. Each Training Coordinator will be responsible to work with the Facility Human Resource Department to establish when new employees are starting employment to coordinate enrollment in the Preservice Academy. New employees are required to attend all four weeks of Preservice Academy but are not required to complete the four weeks in sequence. Once the Training Coordinator has determined when new employees are hired, they are responsible for drafting a proposed training schedule outlining all weeks of Preservice Academy to be completed. The Training Coordinator shall submit the proposed schedule to the Regional Training Manager. The Regional Training Manager shall review the proposed schedule for the Preservice Academy to ensure all requirements have been scheduled. Once the Regional Training Manager has approved the proposed schedule the Regional Training Manager will then provide the Training Coordinator with the naming convention that is to be used.

The Regional Training Manager will be responsible for tracking naming conventions issued.

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1. Preservice Academy Week 1 Day 1 and Day 2 will be considered New Employee Orientation and shall take place at the employee's home facility unless directed otherwise. (Policy 01-05-101, Attachment 2)

- a. Regional Training Manager Responsibilities

The Regional Training Manager shall be responsible for ensuring that the following items are completed for all:

- i. Provide support to the Training Coordinator as needed.
- ii. Verify all Training Enrollment Forms have been sent to the Regional Facility.
- iii. Verify all Inclement Weather Forms (when applicable, see above) have been sent to the hosting Regional Training Facility.
- iv. Verify all TB Testing Forms have been sent to the hosting Regional Training Facility.
- v. Ensure SPD Employee Onboarding, Payroll, and Administrative Orientation has been coordinated for new employees.
- vi. Monitor attendance and absences.
- vii. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved the Dismissal Letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist and Executive Director of Workforce Engagement.
- viii. Create Letters of Administrative Return (if applicable).

- b. Training Coordinator Responsibilities

The Training coordinator shall be responsible for ensuring that the following items are completed during New Employee Orientation.

- i. Scheduling SPD Employee Onboarding, Payroll, and Administrative Orientation based on the Facility / Division Hiring Needs
 - Coordinate fingerprinting, Identification Cards, TB Testing, and Facility Entrance/Exit procedures.
 - Schedule facility tour, uniform fitting, and completion of mandatory eLearning.
 - Submit uniform fitting spreadsheet to the Business Office.
 - Coordinate with SPD and Fiscal to complete onboarding requirements.
 - Enroll staff in the Preservice Academy in LMS.

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- Review Participant Guidelines with participants.
 - Travel arrangements are made for staff traveling to the Regional Training Facility.
 - ii. Preparing Training Materials and documentation in advance of the class including:
 - Attendance Roster(s) (Attachment 1-B)
 - Training Enrollment Forms (Attachment 1-C)
 - Inclement Weather Forms (used only during the months of October through March) (Attachment 1-D/1-E)
 - TB Testing Forms
 - iii. Submit required documentation and forms to the Training Coordinator at the hosting Regional Training Facility and the Regional Training Manager and Regional Training Specialist:
 - Training Enrollment Letters (Attachment 1-C)
 - Trainee Absence Reports (Microsoft Forms)
 - Submit Daily Absence Reports
 - Inclement Weather Forms (Attachments 1-D/1-E)
 - TB Testing Forms
 - iv. Monitor participants for compliance with program guidelines:
 - Monitor and report any behavior or performance issues to the Regional Training Manager.
2. Preservice Academy Week 1 (except for Day 1 and Day 2) through Week 4 (except for Day 5) will be conducted at the hosting Regional Training Facility. (Policy 01-05-101, Attachment 2).

Preservice Academy Week 4 Day 5 will be considered On-the-Job Orientation and shall take place at the employee's home facility unless directed otherwise. (Policy 01-05-101, Attachment 2).

a. Regional Training Manager Responsibilities

The Regional Training Manager shall be responsible for ensuring that the following items are completed for all Preservice Academies:

- i. Monitor attendance and absences.
- ii. Create Letters of Administrative Return (if applicable).

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- iii. Provide support to Training Coordinator and Regional Training Specialist as needed.
- iv. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved the Dismissal Letter shall be sent to the facility Warden, Training Coordinator, Regional Training Specialist, and Executive Director of Workforce Engagement.
- v. Provide instructional support.
- vi. Contact Executive Director of Workforce Engagement and Facility Warden of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read the second test to the staff member
 - First and second test scores
 - Study session attendance
- vii. Complete instructor observations as scheduled.
- viii. Monitor program file and data entry.

b. Regional Training Specialist Responsibilities

The Regional Training Specialist shall be responsible for ensuring that the following items are completed for all Preservice Academies.

- i. Develop Instructor Agenda.
 - Notify Instructors 30 days in advance
 - Send calendar invites to all instructors, 30 days in advance
 - Send reminder emails to instructors 14 days prior to the training event
- ii. Verify Training Enrollment Forms, Inclement Weather Forms (if applicable) and TB Testing Forms were submitted to the Regional Training Facility.
- iii. Coordinate with the Liaison:
 - Classroom confirmation
 - Classroom setup
 - Liaison duties
- iv. Ensure Chromebooks have the Preservice documents uploaded and available for each Preservice Academy.
- v. Ensure completed PREA forms are collected from the Regional Training Facility and sent to Facility Training Coordinators.
- vi. Provide instructional support.
- vii. Complete instructor observations.

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- viii. Provide support to the Regional Training Facility as needed.
- ix. Collect program documentation from the Regional Training Facility.
- x. Complete data entry for all tests.
- xi. Close out the program in LMS.
- xii. Enroll staff in the electronic pre-tests and post-tests.
- xiii. Provide proctor codes for testing.
- xiv. Ensure all documentation is placed in regional program files.
- xv. Ensure adequate classroom space has been reserved for skill-based programs based on need (Adult, Juvenile, Parole).
- xvi. Monitor and communicate attendance to the Regional Training Manager.
- xvii. Coordinate with the Medical Personnel to read the TB Tests.
- xviii. Ensure completed TB Testing paperwork is submitted to the Regional Training Specialist and Regional Training Manager.
- xix. Ensure Chromebooks are available and utilized during the Preservice Academy.
- xx. Submit weekly Chromebook Accountability Forms to the Regional Training Manager.
- xxi. Monitor participants for compliance with program guidelines.
 - Report any behavior or performance issues to the Regional Training Manager.
- xxii. Notify RTM of any failed testing immediately:
 - Name of staff member
 - Type of test
 - Confirmation on offering to read the second test to the staff member
 - First and second test scores
 - Study session attendance
- xxiii. Notify the Regional Training Manager and the Regional Training Specialist if Adjunct Instructors have not arrived.
- xxiv. Collect all completed documents and submit to the Regional Training Specialist.

c. Training Specialist for the East Region

The Training Specialist shall be responsible for ensuring that the following items are completed during the Preservice Academies:

- i. Monitor and communicate attendance to the Regional Training Specialist and Regional Training Manager.
- ii. Coordinate with the Medical Personnel to read the TB Tests.
- iii. Ensure completed TB Testing paperwork is submitted to the Regional Training Specialist and Regional Training Manager.
- iv. Ensure Chromebooks are available and utilized during the Preservice Academy.

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- v. Submit weekly Chromebook Accountability Forms to the Regional Training Manager.
- vi. Provide instructional support.
- vii. Monitor participants for compliance with program guidelines.
 - Report any behavior or performance issues to the Regional Training Manager.
- viii. Notify RTM of any failed testing immediately:
 - Name of staff member
 - Type of test
 - Confirmation on offering to read the second test to the staff member
 - First and second test scores
 - Study session attendance
- ix. Notify the Regional Training Manager and the Regional Training Specialist if Adjunct Instructors have not arrived.
- x. Collect all completed documents and submit to the Regional Training Specialist.

d. Training Coordinator Responsibilities

The Training Coordinator shall be responsible for ensuring that the following items are completed during the Preservice Academies:

- i. Verify completion of Preservice eLearning.
 - ii. Request enrollment into Self-Study Program for contract staff. Requests shall be submitted to the appropriate Regional Training Manager.
 - iii. Request contract enrollment into the Self-Study Test after verified completion of Self-Study Program. Requests shall be submitted to the appropriate Regional Training Manager within a 5-day process.
 - iv. Communicate with Regional Training Manager and Regional Training Specialist regarding participant program attendance.
 - v. Coordinate make-up training needed for staff absences.
 - vi. Notify Field Training Manager of the number of trainees and the start date prior to completion of classroom training.
 - vii. Provide instructional support.
 - viii. Coordinate Training Officer 4 schedules to provide instructional support.
3. On-the-Job Training Process will vary depending upon the employee or contractor's job classification and population in which the employee/contractor will be working. (Policy 01-05-101, Attachment 2)
- a. Regional Training Manager Responsibilities

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The Regional Training Manager shall be responsible for ensuring that the following items are completed for On-the-Job Training.

- i. Provide support to the Facility Training Coordinator as needed.
 - ii. Monitor attendance and absences.
 - iii. Contact Executive Director of Workforce Engagement and Facility Warden of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation of offering to read 2nd test to staff member
 - First and second test scores
 - iv. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved, the Dismissal Letter shall be sent to the Facility Warden, Training Coordinator, Regional Training Specialist, and Executive Director of Workforce Engagement.
 - v. Review and approve all requests submitted for Correctional Professional Certifications.
 - vi. Submit all requests for Correctional Professional Certifications to Administrative Assistance or designee for creation.
 - vii. Provide the Facility Warden or designee with the Correctional Professional Certifications for all staff who have met the Preservice requirements for their classification on a quarterly basis.
 - viii. Provide Training Coordinators with a digital copy of the Correctional Professional Certifications for employee files.
 - ix. Will provide an email to Executive Director of Workforce Engagement and the Warden outlining participants who still have not completed all requirements of the Preservice Academy for each group on a quarterly basis, this should be completed no later than two weeks after the beginning of the new quarter.
- b. Training Coordinator Responsibilities

The Training Coordinator shall be responsible for ensuring that the following items are completed for On-the-Job Training:

- i. Ensure the scheduling of Briefings / Debriefings.
- ii. Monitor attendance.
- iii. Complete Trainee Absence Reports (Microsoft Forms).
- iv. Complete data entry for On-the-Job Training within seven business day of completion, including updating the Preservice Tracker.
- v. Coordinate make-up training for staff absences.

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- vi. Complete electronic Program File within seven business days of OJT completion (see section 10).

c. Field Training Manager Responsibilities

The Field Training Manager shall be responsible for ensuring that the following items are completed for all On-the-Job Training:

- i. Prepare OJT documents.
 - Post Assignment Tracking Forms
 - On-the-Job Training (OJT) Acknowledgement Logs and Task Sheets.
- ii. In collaboration with the Custody Supervisor, establish FTO/Trainee Assignments. Assignments are for a minimum of two weeks.
- iii. Provide instructional support.
- iv. Monitor Trainer and Trainee behavior / performance.
- v. Monitor Trainee development and make recommendations to the Training Coordinator for remedial training when progress is not on pace with the program.
- vi. Schedule and conduct Briefings / Debriefings
- vii. Ensure all program documentation is completed accurately and completely.
- viii. Report all trainee absences to the Training Coordinator.
- ix. Schedule and conduct assessments and tests.
- x. Report all second attempted failed testing immediately to the Training Coordinator.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read the second test to the staff member if applicable.
 - First and second test scores
- xi. Collect and review documentation for accuracy and submit it to the Training Coordinator for inclusion in the program files within seven days of the completion of OJT.
- xii. Communicate with Training Coordinator and Trainee's Supervisor regarding trainee's progress and performance.
- xiii. Ensure all requirements of the Preservice Academy On-the-Job Training have been met.

4. Division of Youth Services Academy

a. Program Dean Responsibilities

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The Program Dean shall be responsible for ensuring that the following items are completed for all DYS Academies:

- i. Provide support to the Program Lead as needed.
- ii. Provide instructional support.
- iii. Monitor attendance and absences.
- iv. Contact Executive Director / Workforce Engagement and Facility Warden of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation of offering to read 2nd test to staff member
 - First and second test scores
 - Notify if the Participant attended the Study Session
- v. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved, the Dismissal Letter shall be sent to the Facility Warden, Training Coordinator, Regional Training Specialist, and Executive Director of Workforce Engagement.

b. Program Lead Responsibilities

The Program Lead shall be responsible for ensuring that the following items are completed for all DYS Academies:

- i. Develop Instructor Agenda.
 - Notify Instructors 30 days in advance
 - Send calendar invites out to all instructors 30 days in advance
 - Send reminder email to instructors 14 days prior to the training event
- ii. Prepare documents needed for this Academy.
- iii. Complete LMS enrollment for all Division of Youth Services facilities.
- iv. Verify all Training Enrollment Forms were received.
- v. Verify all Inclement Weather Forms (when applicable) were received.
- vi. Coordinate with Liaison.
 - Classroom confirmation
 - Classroom set-up
 - Review of Liaison Duties
- vii. Monitor attendance, track absences, and communicate absences with Program Dean.

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- viii. Provide instructional support
- ix. Create Letters of Administrative Return (if applicable).
- x. Monitor Academy Adjunct Instructors.
- xi. Submit daily absence reports to Facility Training Coordinator after attendance has been completed.
- xii. Update the Preservice Academy Tracker within seven business days of course completion.
- xiii. Complete electronic Program File within seven business days of course completion (see section 10).
- xvii. Notify the Program Dean of any failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
 - Notify if they attended the Study Session

c. Training Coordinator Responsibilities

The Training Coordinator shall be responsible for ensuring that the following items are completed for all DYS Academies:

- i. Enroll participants in the approved class within the Department's Learning Management System.
- ii. Communicate with Regional Training Manager and Regional Training Specialist regarding participant program attendance.
- iii. Submit Training Enrollment Forms to Program Lead.
- iv. Submit Inclement Weather Forms to Program Lead (when applicable).
- v. Provide instructional support.
- vi. Coordinate make-up training needed for staff absences.

5. Parole Academy

a. Program Dean Responsibilities

The Program Dean shall be responsible for ensuring that the following items are completed for all Parole Academy courses:

- i. Provide support to Parole Training Manager.
- ii. Monitor attendance and absences.

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- iii. Notify District Supervisor, Deputy Director of Parole and Executive Director of Workforce Engagement of all second attempted failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
 - iv. Create and issue Dismissal Letters (if applicable). Dismissal Letters must have the approval of the Executive Director of Workforce Engagement prior to creating. Once approved the Dismissal Letter shall be sent to the Parole Training Manager, Deputy Director of Parole, the District Supervisor, and Executive Director of Workforce Engagement.
 - v. Ensure all Preservice Academy requirements have been met.
 - vi. Submit all requests for Correctional Professional Certifications to Administrative Assistance or designee for creation.
 - vii. Provide the Parole Training Manager with Correctional Professional Certifications for all staff who have met the Preservice Academy requirements for their classification on a quarterly basis.
 - viii. Provide an email to Executive Director of Workforce Engagement and Deputy Director of Parole outlining participants who still have not completed all requirements of the Preservice Academy requirements for each group on a quarterly basis, this should be completed no later than two weeks after the beginning of the new quarter.
- b. Parole Training Manager responsibilities:
- The Parole Training Manager shall be responsible for ensuring that the following items are completed for all Parole Academies:
- i. Develop Instructor Agenda.
 - Notify Instructors 30 days in advance.
 - ii. Prepare documents needed for the Academies
 - iii. Complete LMS enrollments
 - iv. Verify all Training Enrollment Forms were received.
 - v. Verify all Inclement Weather Forms (when applicable) were received.
 - vi. Coordinate with Liaison.
 - vii. Monitor attendance, track absences, and communicate absences with Program Dean.
 - viii. Complete Absence Reports.

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- ix. Submit daily absence reports to Parole Training Manager and Program Dean after attendance has been completed.
- x. Complete electronic Program File within seven business days of completion.
- xi. Provide instructional support.
- xii. Notify Program Dean of all any failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
- xii. Ensure completion of Parole Firearms training.

XX. ON THE JOB TRAINING:

The purpose of the On-the-Job Training (OJT) Program is to establish and provide a standard training program for departmental staff and contract workers. These procedures are applicable to all on-the-job training programs to include Preservice Academy, Promotions, Transfers, Demotions, and Shift Changes. Additionally, the Executive Director of Workforce Engagement may establish specific On-the-Job training requirements for specialized duty assignments, such as staff working in a Restrictive Status Housing Unit, specialized mental health treatment units, or other areas requiring specialized training or job knowledge.

A. Responsibilities

1. Workforce Engagement Operations Manager

The Operations Manager shall have administrative oversight of all on-the-job training programs. The Operations Manager shall work directly with Division Directors, Facility Heads, and Program Deans to implement classification and job specific on-the-job training programs throughout the department.

Additionally, the Operations Manager shall work directly with Regional Training Managers, Regional Operations Supervisor's, Facility Training Coordinators, Field Training Managers, and Field Training Officers in the administration of all on-the- job training programs.

The Operations Manager (OM) shall:

- a. Conduct certification courses for Field Training Managers.
- b. Be responsible for monitoring and evaluating the Field Training Manager's performance as it relates to the On-the-Job Training Program as outlined in this

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Administrative Procedure. The OM shall work with the Regional Training Manager to provide feedback to the Facility Head on a regular basis.

- c. Conduct an annual review of program documentation and provide guidance in matters related to the OJT Program.
- d. Conduct and or coordinate meetings with Field Training Managers to review current trends, identify potential deficiencies, and address future needs for on-the-job training.
- e. With approval from the Executive Director of Workforce Engagement shall have the authority to revoke certification of a Field Training Manager and/or Field Training Officer for violations of the Department's Standards of Conduct, Standardized State Personnel Rule, or failure to adhere to this Administrative Procedure.

2. Operations Supervisors Responsibilities

The Regional Operations Supervisor will directly engage with the Field Training Manager, Training Coordinator, Regional Training Specialist, and Facility Leadership Teams to monitor and oversee On-the-Job Training for the Preservice Academy. Additionally, they will work with facility staff to monitor on-the-job training for all promotions, demotions, and transfers.

The Operations Supervisors shall be responsible for:

- a. Conducting Field Training Audits.
- b. Providing training for Field Training Managers.
- c. Oversee Field Training Officer training.
- d. Reviewing and recommending changes to Performance Tasks Sheets.
- e. Conducting Monthly FTM Meetings with all FTMs.
- f. Conducting the annual Field Training Manager Training.
- g. Monitoring Field Training Officer performances and provide feedback to the FTM and Facility Leadership.
- h. Making recommendations for changes when needed.
- i. Implementing approved changes.
- j. Monitoring changes and overall program performance.
- k. Communicating changes to Facility Staff.
- l. Conducting "spot checks" to ensure changes are being followed and achieving the desired outcome.

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Northern Region Operations Supervisor's assigned Facilities:

- Indiana State Prison
- Westville Correctional Facility
- South Bend Community Re-Entry Center
- Chain O' Lakes Community Re-Entry Center
- Laporte Juvenile Correctional Facility
- Logansport Juvenile Correctional Facility
- Miami Correctional Facility
- Pendleton Juvenile Correctional Facility
- Correctional Industrial Facility
- Division of Parole Services
- Central Office

Southern Region Operations Supervisor's assigned Facilities:

- Pendleton Correctional Facility
- Plainfield Correctional Facility
- Reception Diagnostic Center
- Edinburgh Correctional Facility
- Indiana Women's Prison
- Putnamville Correctional Facility
- Rockville Correctional Facility
- Wabash Valley Correctional Facility
- Branchville Correctional Facility
- Madison Correctional Facility
- Heritage Trail Correctional Facility
- New Castle Correctional Facility

3. Regional Training Manager's Responsibilities

The Regional Training Manager shall have administrative oversight of all On-the- Job training programs within their assigned region. Including:

- Preservice Academy
- Classification Change (i.e., promotional, demotion, and lateral),
- Transfers (i.e., Facility, Division, or Shift Assignment)

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The Regional Training Manager (RTM) shall be responsible for:

- a. Ensuring Facilities and Divisions within the assigned region are compliant with this Administrative Procedure.
 - b. Conducting reviews of on-the-job training programs and reporting the findings to the Operations Manager. At a minimum, the Regional Training Manager or Designee shall conduct a review in March and April for each of their assigned facilities. The results of the review shall be forwarded to the Executive Director of DWE, Operations Manager, and Regional Operations Supervisors.
 - c. Provide regular feedback to the Facility / Division Head regarding the performance of the Field Training Manager and Field Training Officers.
 - d. Coordinate, schedule, and conduct on-the-job training for Field Training Manager, Training Coordinators, and Training Officers.
 - e. Participate in biannual program reviews.
 - f. Provide guidance to the facility regarding the Field Training Program.
 - g. Shall be responsible for notifying the Operations Manager within seven days of any change in appointment of the Field Training Manager.
4. Regional Training Specialist's Responsibilities

The Regional Training Specialist shall act as the Regional Training Manager's Designee, when required, for administrative oversight over On-the-Job Training within their assigned region. This may include:

- a. Ensuring Facilities and Divisions within the assigned region are compliant with this Administrative Procedure.
- b. Conducting reviews of on-the-job training programs and reporting the findings to the Operations Manager.
- c. Provide regular feedback to the Facility / Division Head regarding the performance of the Field Training Manager and Field Training Officers.
- d. Coordinate, schedule, and conduct on-the-job training for Field Training Manager, Training Coordinators, and Training Officers.
- e. Conduct biannual On-the-Job Training program reviews.

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f. Provide guidance to the facility regarding the Field Training Program.

5. Training Coordinator's Responsibilities

The Training Coordinator shall be responsible for managing and overseeing the On- the-Job Training Program at the facility, parole district, or division headquarters.

The Facility Training Coordinator shall:

- a. Review all Performance Check Sheets to ensure that they are complete, accurate, and in the correct format and submit them to the Facility Head or Division Director for approval.
- b. Review all On-the-Job Training Acknowledgement Forms for accuracy and submit them to the Facility Head or Division Director.
- c. Maintain a catalog of facility approved Performance Check Sheets for each classification.
- d. Work with the Field Training Manager and various Department Heads to develop classification specific Performance Check Sheets for all classifications assigned to the facility, district, or division.
- e. Shall develop the OJT Final Test based on their facility specifics and receive approval from the Facility/Division Head, Regional Training Manager and Operations Supervisor prior to implementation. All classifications shall be required to have a written test. This is only applicable for new employees.
- f. Track and record completion of all On-the-Job Training in the Department's Learning Management System.
- g. Track and record all On-the-Job Training documentation in accordance with this Administrative Procedure.
- h. Monitor the work performance as it relates to the On-the-Job Training program of the Field Training Manager and Field Training Officers and provide regular feedback on performance.
- i. Carry out the responsibilities of the Field Training Manager (FTM) in the absence of an appointed Field Training Manager.
- j. Notify the Regional Training Manager and the Operations Manager of any failed testing.

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6. Field Training Managers (FTM) Responsibilities and Minimum Requirements for Appointment

The Field Training Manager shall be the staff member assigned to coordinate and track all on-the-job training assignments to include Preservice Academy, classification change OJT, Transfer OJT, shift change OJT, and specialized OJT. The Field Training Manager shall report administratively to the Training Coordinator for all matters related to On-the-Job Training.

It is the responsibility of the Warden, Division Director, or their designee, to designate a staff member to fill this role. The appointment to the role of Field Training Manager must be in writing and submitted for approval to the Executive Director or the Operations Manager of Workforce Engagement.

a. Field Training Manager (FTM) Responsibilities:

- i. The FTM shall coordinate the OJT program for all: new employees, newly promoted staff, staff demotions, and transfers (including shift changes).
- ii. The FTM shall be responsible for coordinating with department heads (e.g., Custody Supervisor, Deputy Warden, Physical Plant Director, etc.) to develop training modules applicable to their respective departments.
- iii. The FTM shall conduct certification courses for Field Training Officers.
- iv. The FTM shall be responsible for monitoring and evaluating the Field Training Officer's performance as it relates to the On-the-Job Training Program.
- v. The FTM shall review program documentation from the Field Training Officers and provide guidance in matters related to the OJT Program.
- vi. The FTM shall conduct or coordinate a daily briefing and debriefing with all staff currently participating in an On-the-job Training Program.
- vii. The FTM may, with approval of the Training Coordinator and Facility Head, designate up to two FTOs per shift/bracket/division, to serve as "Lead FTOs". Lead FTOs may conduct briefings and debriefings in the absence of the FTM. The Facility Head shall designate in writing to the Training Coordinator and FTM their approval of the Lead FTOs.
- viii. The FTM shall establish a tracking system to track progress for each employee participating in an OJT program and make this tracking accessible to the Training Department for review.
- ix. The FTM shall be responsible for tracking attendance, completing absence reports, and communicating to the Training Coordinator

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missed time due to absence or reassignment to a post or job that is not an approved part of the designated On-the- Job Training Program.

- x. The FTM shall complete all required documentation and reports and submit them to the Facility Training Coordinator within designated time periods.
- xi. The FTM shall provide instructional support for Preservice Academy.
- xii. Maintain the Field Training Master Binder.

b. Field Training Manager Minimum Qualifications:

The Field Training Manager performs a critical role in coordinating and tracking completion of mandatory on-the-job training. The FTM is required to perform administrative and field tasks. The Warden / Division Director shall utilize the following minimum qualifications when appointing a staff member to serve as the Field Training Manager.

- i. Minimum of three years of continuous employment with the Indiana Department of Correction.
- ii. Must have received a minimum of Meets Expectations / Successful on most recent Performance Appraisal.
- iii. Must maintain an acceptable performance rating while serving in the capacity of the Field Training Manager.
- iv. Must have above average communication skills (both oral and written).
- v. Must have above average knowledge of departmental policy.
- vi. Must have above average knowledge of facility/division rules, regulations, and directives.
- vii. Must have the ability to adjust their work schedule in order to work dayshift, nightshift, weekends, and occasional holidays to meet the needs of the On-the-Job Training program.
- viii. Ability to work with a diverse workforce.
- ix. Ability to serve as a positive role model and mentor to Field Training Officers, trainees, and peers.
- x. Ability to multitask and coordinate multiple On-the-Job Training Sessions simultaneously.

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- xi. Must successfully complete the Field Training Manager Certification Program within 45-days of appointment and maintain certification throughout their appointment. Certifications shall be for a period of two years.
- xii. Must successfully complete the Instructor Development Program within one year of appointment.

c. Responsibilities of the Field Training Manager's Immediate Supervisor

With the Field Training Manager being an appointed position, the FTM's immediate supervisor plays a vital role in the success of the On-the-Job Training program. The Field Training Manager's Immediate Supervisor shall be responsible for:

- i. Coordinating and collaborating with the Training Coordinator and Regional Training Manager to evaluate the FTM's work performance as it relates to the On-the-Job Training Program.
- ii. Ensuring that the FTM has adequate time to dedicate to performing the required duties of the Field Training Manager including administrative and field functions.

d. Department Head Responsibilities

Each Department Head plays an important role to ensure that employees working in their areas have the knowledge and skills to perform the duties of the job assignment. Each Department Head shall be responsible for:

- i. Collaborate with the Training Coordinator and Field Training Manager to develop Performance Check Sheets for the specific classification working under their supervision.
- ii. Review and approve all FTO applications within 14 days of interview.
- iii. Ensure that each Department has an adequate number of certified Field Training Officers to support the On-the-Job Training Program.
- iv. Communicate with the Training Coordinator and Field Training Manager feedback on FTO performance and Trainee's performance during the OJT program.
- v. Ensure that all training requirements are met related to the OJT for all employees working under their supervision.

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e. Requirements and Qualifications for Field Training Officers (FTO)

Interviews will be conducted for the selection of a Field Training Officer. It is recommended that the following staff members sit on the interview board: FTC, FTM, and Deputy Warden. The facility will need to keep a record of all interviews and the results. All Field Training Officers shall have at least six months' experience post Preservice Academy with the Department. Annual performance appraisals must indicate that these individuals have a thorough knowledge of their job duties and responsibilities.

- i. All FTOs must have the desire and ability to help train employees.
- ii. Individuals should possess excellent written and verbal skills.
- iii. Individuals must be free of disciplinary action above a written reprimand for at least 12 months.
- iv. Individuals should have a working knowledge of the job, as evidenced by having at least "meet expectations" on their performance appraisals.
- v. Possess coaching abilities and the ability to provide constructive feedback to help the trainee improve job performance.
- vi. FTOs must successfully complete Presentation Skills Training.
- vii. The FTO shall also successfully complete the Workforce Engagement 1- day Field Training Officer Certification. They shall also complete a recertification biennially.

B. OJT Program Reviews

Each facility shall participate in an OJT Program Review. The review shall be conducted bi-annually by Workforce Engagement.

Additionally, Workforce Engagement shall provide a Survey Link for all Preservice Academy Participants to complete at the conclusion of their on-the-job Training. The Facility Training Coordinator and Field Training Manager will utilize the information gathered through this survey to complete a self-audit and monitor employee feedback.

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XXI. INSERVICE TRAINING:

Workforce Engagement shall structure an Annual Inservice Training for all staff for each year subsequent to the first year of employment. This training shall include, but not limited to, Personal Protection, Security Skills, crisis intervention, and De-Escalation techniques.

All staff that have routine contact with the incarcerated population shall complete a minimum of 40 hours of Inservice annually. All State employees, contractors, and volunteers must adhere to the PREA standards which requires them to complete the PREA training annually.

It is the Training Coordinator's responsibility to ensure their facility reaches 100% completion rate of all staff by June 30. To ensure the Department uses a measurable standard for tracking Inservice Training hours, it is recommended they adopt the following process in order to complete the required training:

- 1st Quarter (July – September) – 30%
- 2nd Quarter (October – December) – 30%
- 3rd Quarter (January – March) – 30%
- 4th Quarter (April – June) – 10%

All facility/division staff members shall receive training relevant to their duties in mandatory, statutory, policy, and administratively mandated topics (Policy 01-05-101, Attachment 3).

All staff (State Employees, Contractual Staff, and Volunteers) members with routine incarcerated individuals contact (Administrative, Managerial, Professional/Specialist, and Support) shall be required to complete a minimum of 40 hours of Inservice Training. All staff (clerical/support) with controlled, minimal incarcerated individual contact shall be required to complete a minimum of 16 hours of Inservice Training. Executive staff members (Majors and Above) who exceed 40 hours of training relevant to their position may not be required to attend the Department's Inservice Training. This does not relieve staff from completing the PREA In-Service training that Policy and Administrative Procedure 02-01-115 "Sexual Abuse Prevention" requires all staff with incarcerated individual contact to complete. Professional and job-relevant training received by these staff shall serve to meet the requirement of the Inservice syllabus. Conferences, Warden, Deputy Warden, and Custody Supervisor Trainings, Executive Leadership, and NIC Trainings are all examples of substituted training. Additionally, Facility Executive Staff members must remain current in certifications for Personal Protection, Security Skills, and CPR/First Aid/AED.

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It shall be the responsibility of all Department Heads to schedule their staff for Annual Inservice Training, based upon hire date or prior to their last Inservice Training. Facility Training Coordinators shall submit an Annual Inservice Training Calendar by May 1st to all Department Heads. The Department Head shall submit a training schedule for their staff by June 1st to the Facility Training Coordinator. If a training schedule is not submitted by June 1st the Facility Training Coordinator must assign a training schedule for staff members and notify Department Heads and Facility Heads that a date has been scheduled for the staff members. It shall be the Department Head's responsibility to notify their staff of the training date.

If a staff member fails to satisfactorily complete a scheduled training, the Training Coordinator shall notify their Department Head in writing and the staff member may be rescheduled. If the staff member fails to satisfactorily complete the second training, their Department Head and the Facility Head shall be notified. Action appropriate to the situation shall be taken by administrative staff.

Central Office staff shall be required at a minimum to complete 16 hours of Inservice eLearning within the fiscal year. Staff may be required to attend remedial Preservice Academy, Inservice Certification, and OJT programs for documented instances of marginal or less than acceptable work performance due to lack of knowledge and skill.

1. Annual eLearning Enrollment

Annually, by August 1st, the updated annual Inservice eLearning will be made available. All required eLearning for the training year shall be completed in accordance with the established timelines, and at the latest by June 30th each year. The Training Coordinator will be responsible for enrolling all staff within their assigned area in the required Annual Inservice eLearning modules by August 11th.

2. Completing eLearning Assessments (Test/Quiz)

At the conclusion of required eLearning training, participants will be required to complete an assessment (quiz) over the training material. When participants access an eLearning module, they will have the option to either review the material or go straight to the quiz. Regardless of the option the individual selects, the following process will be followed when an individual fails to obtain the required 70% passing Grade:

Participants will have two (2) attempts to successfully pass the quiz. After two (2) failed attempts, the eLearning module will "lock" and will not allow the individual to complete the

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module. It will appear the module is still operating correctly but the individual will get the same score each time they complete the quiz. If a participant is “locked” out of an eLearning module, they must contact their Training Coordinator to get the eLearning module reset.

The Training Coordinator will reset the appropriate eLearning module and make the individual aware of the reset. When an eLearning module is reset, the individual will need to complete the eLearning module in its entirety again in order to have another two (2) attempts to pass the quiz. If the individual fails to pass the quiz in the allotted two (2) attempts a second time, the Training Coordinator will contact the Custody Supervisor (Custody Staff) or Department Head (Non-Custody Staff) about the four (4) failed attempts.

After four (4) failed attempts, the Custody Supervisor (Custody Staff) or Department Head (Non-Custody Staff) will ensure the four (4) failed attempts is noted in the employee’s SuccessFactors Performance Section (Goals).

The Training Coordinator will be responsible for tracking and communicating eLearning resets with the Regional Training Manager.

XXII. SKILL-BASED TRAINING:

The Division of Workforce Engagement is responsible for the development, coordination, implementation, and review of skill-based training programs. This includes:

- Defensive Tactics
- Security Skills
- Cardiopulmonary Resuscitation (CPR), First Aid, and Automated External Defibrillator (AED)
- Correctional Police Officer Training (CPO)

Only curriculum authorized by the Executive Director of Workforce Engagement may be used to train Indiana Department of Correction employees, contractors, and volunteers. Any unauthorized use of techniques, videos, audio, or other materials by an instructor or other staff member shall be subject to departmental review.

Due to the increased complexity of skill-based training there shall be the following instructor to participant requirements for skill-based training:

- Initial training courses shall require a minimum of two (2) certified instructors and a ratio of one

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(1) instructor for every fifteen (15) participants.

- Recertification courses shall maintain an instructor ratio of one (1) instructor for every fifteen (15) participants.

A. Training and Safety Equipment

The following safety equipment shall be the only equipment authorized for use with the skill-based training programs listed in this policy and administrative procedure.

- Tumbling style mats: Mats must be a minimum of 4-foot wide and 2-inches thick with interlocking Velcro tabs.
- Century BOB - Strike Mannequin: Both the Century BOB and Century BOB XL are approved.
- Blocking Pads: Blocking pads shall have reinforced handles and measure 22-inches Long x 16-inches Wide x 5-inches Thick and designed for impact absorption.

Facility Training Departments shall maintain the following Training and Safety Equipment ratios:

- Security Restraints: 1 Set of Full Restraints per 3 Individuals.
 - One Set of Handcuffs
 - One Set of Leg Restraints
 - One Waist Chain
 - One Security Handcuff Cover
- CPR Mannequins: 1 Adult Mannequin and 1 Infant Mannequin per 3 Individuals.
- Redman Training Knives: 1 Training Knife per 2 Individuals.
- Training Mats shall be utilized for Break-Falls and Ground Defensives only.

Prior to purchasing any new or replacement equipment, Training Coordinators will work with the Regional Training Manager and Operations Supervisor to identify the appropriate safety equipment for their training area.

B. Release and Waiver of Liability, Assumption of Risk and Indemnity Agreement for Inter-Agency Employees

All Inter-Agency requests for Department assistance in providing Skill-Based Training for their employees must be forwarded to Workforce Engagement's Executive Director and Operations Manager. Upon receiving approval, the Training Coordinator shall make contact with the Inter-Agency in order for their employees to complete and submit the Release and Waiver of Liability (Attachment 1-G), Assumption of Risk and Indemnity Agreement for Inter-Agency Employees. Once the completed form has been returned to the Executive Director and Operations Manager, the

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training may be scheduled.

C. Medical Exemption

Staff, including part-time, full-time, and contractual staff who present medical documentation (not verbal) that states they cannot take part in any or all the skill-based training modules, shall not be mandated to physically participate in that part or all the modules. However, they shall observe all the modules and physically participate in any portion medical documentation does not cover.

Staff members shall be verbally tested on those portions of the skill-based testing that they cannot perform physically and fully tested on those portions that they can physically perform. No training credit points shall be awarded for the verbal testing.

Any techniques that are marked as unacceptable due to a documented medical reason must be noted as such on the back of the evaluation sheet. If the participant is unable to achieve a passing score due to having medical restrictions, they shall be considered incomplete for that program, and it shall be noted in the Department's LMS to assist with documentation.

Medical documentation shall be filed with the staff member's personnel records and serve as the documented reason that they are not certified. The facility Training Department is responsible for contacting Human Resources to verify that the staff member does have medical documentation on file.

XXIII. REPORTING OF INCIDENTS DURING TRAINING:

In order to ensure that training programs are delivered in an effective and appropriate manner all behavior related incidents and injuries that occur while a person is participating in a Workforce Engagement Program shall be reported to the appropriate Workforce Engagement personnel. This includes occurrences that happen during, but not limited to:

- Preservice Academy
- All forms of the On-the-Job Training
- Professional Development Programs
- Inservice Training

A. Injuries

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1. Not requiring medical treatment:

Any injury that is incurred by an instructor, participant, or observer who is participating in any Workforce Engagement program shall be reported in writing to the Operations Manager, Regional Operations Supervisor, and Regional Training Manager before the end of the staff member's shift. The report shall be submitted on the Report of Incident Form (Attached State Forms) and include:

- a. Date and time of incident
- b. List of all Instructors
- c. List of all persons involved
- d. List of all witnesses and persons present
- e. Detailed description of events
- f. Action taken after injury
- g. Statement from person(s) injured

2. Requiring medical treatment:

Any injury requiring medical treatment shall be reported to the Operations Manager, Regional Operations Supervisor, Regional Training Manager, and Executive Director as soon as reasonably possible.

A detailed written report of the incident shall be submitted to the Operations Manager within 24 hours of the incident. The report shall be submitted on the Report of Incident Form (Attached State Forms) and include:

- a. Date and time of incident
- b. List of all Instructors
- c. List of all persons involved
- d. List of all witnesses and persons present
- e. Detailed description of events
- f. Action taken after injury
- g. Statement from person(s) injured
- h. Completed First Report of Injury/Illness (must be faxed)
- i. Photos of the area and physical environment
- j. If equipment was being used photos of the equipment (mats, strike bags, etc.)

B. Behavior Issues

Any incident that is the result of an instructor or participant's actions that is disruptive to the

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learning environment shall be reported to the Regional Training Manager and appropriate Program Dean.

Examples of behavior issues are:

- Repeated absences or tardiness
- Harassment
- Bullying
- Under the influence of a controlled substance
- Behavior that disrupts the training program
- Any other violation of a workplace rule or Standards of Conduct

If the behavior requires the immediate removal of the person from the program the Regional Training Manager shall be notified immediately. A detailed written report of the incident shall be submitted to the Regional Training Manager and appropriate Program Dean prior to the end of the reporting staff member's shift. The report shall be submitted on the Report of Incident Form and include:

- Date and time of incident
- List of all Instructors
- List of all persons involved
- List of all witnesses and persons present
- Detailed description of events
- Action taken

XXIV. ISSUANCE OF CORRECTIONAL PROFESSIONAL CERTIFICATION:

A. Issuance of Correctional Professional Certification

1. State Certificate

Upon successfully completing the Preservice Academy and meeting all mandatory training requirements, state staff shall be issued a Certificate of Completion pursuant to Indiana Code 11-8-2-8(e). The Training Coordinator shall submit a Certificate of Completion Request form (Attachment 1-Q) to the Regional Training Manager, along with the staff Learning History Report, for verification. Certificates shall include signatures of the Regional Training Manager and the Executive Director.

2. Contract Certificate

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Contractual staff completing the Preservice Academy shall have their Certificate forwarded by the Regional Training Manager to the facility/division upon documented and satisfactory completion of the entire Preservice Academy. The Training Coordinator shall submit a Certificate of Completion Request form (Attachment 1-R) to the Regional Training Manager, along with the staff Learning History Report, for verification. Certificates shall include signatures of the Regional Training Manager and the Executive Director.

No certification shall be issued until the participant has completed all make-up work including eLearning modules. Certificates will be issued and delivered by the Regional Training Manager on a quarterly basis.

Certification numbers shall be issued as follows: Alpha Group letter, last two digits of the year of completion and the last six digits of the employees Identification Number, (for example: A24_123456).

All blank Certificates shall be issued to the Regional Training Manager by Workforce Engagement.

3. Restricted Status Housing Unit Certification

Upon successfully completing and meeting all mandatory training requirements that include eLearning, traditional classroom, and on-the-job training, staff shall be issued a Certificate of Completion. The Training Coordinator shall submit a Certificate of Completion Request form (Attachment 1-P) to the Regional Training Manager, along with the staff Learning History Report, for verification. Certificates shall include signatures of the Regional Training Manager and the Executive Director.

4. Use of Separation Certification

Upon successfully completing and meeting all mandatory training requirements that include eLearning, traditional classroom, and on-the-job training, staff shall be issued a Certificate of Completion. The Training Coordinator shall submit a Certificate of Completion Request form (Attachment 1-P) to the Regional Training Manager, along with the staff Learning History Report, for verification. Certificates shall include signatures of the Regional Training Manager and the Executive Director.

5. Certified Treatment Specialist Certification

Upon successfully completing and meeting all mandatory training requirements that include eLearning, traditional classroom, and on-the-job training, staff shall be issued a Certificate of Completion. The Training Coordinator shall submit a Certificate of

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Completion Request form (Attachment 1-P) to the Regional Training Manager, along with the staff Learning History Report, for verification. Certificates shall include signatures of the Regional Training Manager and the Executive Director.

6. Field Training Officer Certification

Upon successfully completing and meeting all mandatory training requirements that include initial certification or recertification, staff shall be issued a Certificate of Completion. The Training Coordinator shall submit a Certificate of Completion Request form (Attachment 1-P) to the Regional Training Manager and Operations Supervisor along with the staff Learning History Report, for verification. Certificates shall include signatures of the Field Training Manager and Regional Operations Supervisor.

XXV. RETENTION:

The Correctional Retention Team shall consist of the Correctional Retention Manager, Correctional Retention Specialist Supervisor, and nine Correctional Retention Specialists. The Correctional Retention Team shall be under the supervision and direction of the Executive Director. The purpose of these positions is to establish retention strategies and practices for the Department.

The Correctional Retention Manager (CRM) shall direct the work of the Correctional Retention Team. The CRM shall collaborate with various stakeholders throughout the Department and State Personnel to identify employment trends, staffing needs, and opportunities for growth.

The CRM shall work with the Department's Executive Staff, Senior Leaders, Wardens, and Parole District Supervisors to implement strategies for addressing the needs of the particular group through the work of the Correctional Retention Specialists (CRS).

The CRSs shall coordinate retention efforts based on assigned geographic locations and will be divided into 9 Regions.

The duties and responsibilities of the Correctional Retention team shall be established by the Executive Director in collaboration with the Department's Executive Staff and Director of Human Resources. The primary areas of focus shall be on retention.

A. Retention

The Correctional Retention Team shall focus its retention efforts on employee engagement. The Correctional Retention Team shall work with Department and Facility Executive Staff to implement a Department-wide Engagement Plan. The employee engagement plan shall consist of the following 11 components:

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1. Cultural Assessment

The Correctional Retention Team is responsible for the administration of the Culture Assessment Survey and shall collaborate with Facility and Department Executive Staff to conduct a cultural survey at each Facility, Parole District, and Division. The culture assessment shall be conducted in two formats: in-person interviews and electronic surveys.

- a. All staff will receive an electronic survey to complete anonymously.
- b. The CRS and/or Workforce Engagement representative will use State-issued equipment to ask staff to complete the survey while conducting rounds within the facility.

Cultural Surveys shall be conducted semiannually throughout the calendar year. Additional follow-up culture assessments may be requested and conducted at the discretion of the facility, parole districts, and divisions. The Executive Director and the Correctional Retention Team shall work with the location's executive leadership and State Personnel Department to interpret the results. In the case of facility culture assessment surveys, the regional director, facility administration and State Personnel Department are responsible for oversight of the culture survey results. When it is Central Office or a Division, the chief executive officers are responsible for the oversight of the assessment results.

2. Solution-Based Surveys

The Correctional Retention Team is responsible for the administration of the Solution-Based Survey and shall collaborate with Facility and Department Executive Staff to conduct a cultural survey at each Facility. The survey shall be conducted as in-person interviews.

This survey is designed to focus on identifying effective strategies, strengths, and resources that contribute to positive outcomes, rather than concentrating solely on problems or deficiencies. It aims to gather feedback that highlights what works well, what has worked in the past, and what potential solutions or improvements can be made moving forward.

3. Exit Interviews

The Correctional Retention Specialists shall work with Facility Staff and SPD to conduct face-to-face Exit Interviews with custody staff. A Microsoft Teams exit interview shall be attempted with the exiting employee in the following classifications:

- Classifications
- Unit Team/Re-Entry

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- Administration
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- Training
- Investigations and Intelligence
- Mailroom

Facility SPD Staff shall notify the Correctional Retention Specialist upon receipt of an employee's notice to transfer or leave State employment. Notices shall be provided to the CRS within three business days of receipt.

The Correctional Retention Specialist Supervisor shall use the data collected from the Exit Interview to develop quarterly reports to be presented to the Correctional Retention Manager for approval. Quarterly reports shall be submitted by the fifteenth day of the month following the end of the quarter.

The quarterly report shall be forwarded to:

- Executive Director of Workforce Engagement
- Executive Director of Human Resources
- Assigned Executive Director of Adult Facilities
- Executive Director of Division of Youth Services (if applicable)
- Director of Parole (if applicable)
- Facility and Department Heads
- Deputy Commissioner of Administration and Programs

4. Long Term Employee Survey

The Correctional Retention Team shall develop and disseminate surveys targeted at long-term employees regarding their employment experiences. This information shall be used to develop strategies to enhance employee engagement and retention. The Long-Term Staff surveys shall be delivered in one of the two available formats: in-person or via electronic survey.

a. In-person interviews:

In-person interviews shall be conducted by the Correctional Retention Specialists of all employees with three and five years of service with the Department. Designated years of service may be modified by the Workforce Engagement Executive Director. Facility and Department Executive staff shall work with the Correctional Retention Specialists to schedule employees meeting this criteria during their month's anniversary.

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b. Electronic surveys:

Upon request and at the discretion of the Executive Director of Workforce Engagement and the Correctional Retention Manager, the Correctional Retention Team shall use additional electronic surveys to gain feedback from Indiana Department of Correction employees. Employees will be able to complete these surveys anonymously and will be made available through email.

Long-Term surveys for employees with ten or more years with the Department shall be delivered electronically by email. The Correctional Retention Specialist Supervisor shall use the data collected from Long-Term Employee Surveys to develop quarterly reports to be presented to the Correctional Retention Manager for approval. Quarterly reports shall be submitted by the fifteenth day of the month following the end of the quarter.

The quarterly report will be forwarded to:

- Executive Director of the Division of Workforce Engagement
- Executive Director of Human Resources
- Assigned Executive Director of Adult Facilities
- Executive Director of Division of Youth Services (if applicable)
- Director of Parole (if applicable)
- Facility and Department Heads
- Deputy Commissioner of Administration and Programs

5. Merit, Excellence, and Innovation (MEI) Focus

- a. Merit focuses on the qualifications, skills, and accomplishments as the basis for opportunities, promotions, and rewards. It implies that success is earned through effort, talent, and ability, rather than external factors.

CRSs will conduct the following activities:

- i. Present Monthly Recognitions
 - ii. Recognize promotions and jobs well-done with emails
- b. Excellence focuses on higher standards, outstanding performance, and continuous improvement in government operations, education, and workforce development. It promotes striving for the best possible outcomes. The assigned CRS will attend and participate in the Mission Alliance Retention Committee.
- c. Innovation focuses on the process of creating and implementing new ideas, products, and services to IDOC staff, to achieve meaningful change and create new value.

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CRSs will conduct the following activities:

- i. Solution-Based Survey
- ii. Leading From Within Activities

6. Leading From Within Monthly Activities

The Correctional Retention Specialists shall conduct Monthly LFW Activities at each facility. These activities will include tactics and skill-ups from the Leading from Within Workshops. The purpose of the monthly activities is to keep Leading From Within moving forward in promoting a better retention culture.

7. Employee Recognition and Awards

The Departments Executive Staff may establish programs to enhance staff morale and recognize employee's contributions to the workforce. At the discretion of the Executive Director of Workforce Engagement and the Department's Executive Staff, the Correctional Retention Team will assist with planning, organizing, coordinating, and disseminating various recognitions and awards throughout the department.

XXVI. APPLICABILITY:

This policy and administrative procedures shall be applicable to all Department facilities/divisions, full-time, part-time, contractual, and volunteer staff.

(signature on file)
Lloyd Arnold,
Commissioner

12-16-2025
Date