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**POLICY AND ADMINISTRATIVE
PROCEDURE**
Manual of Policies and Procedures

Title
DIVISION of WORKFORCE ENGAGEMENT

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)	00-02-101	01-05-101 (Eff. Date 10-1-2022 / ED # 23-30)
IC 11-8-2-5(a)(13)	00-04-101	
IC 11-8-2-8(d)	01-03-103	
IC 11-8-2-8(e)	04-03-103	
IC 5-2-1	02-03-117	

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 New Employee Training Process Orientation (NETP), Preservice, Parole, Making A Change Academy, On-the-Job Training (OJT), In-Service Training, Skill-Based Training, Specialized Workshops, and Professional Conferences. 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.

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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.
- 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.

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- H. 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.
- I. CURRICULUM DEVELOPMENT MANAGER: Workforce Engagement staff member who is responsible to oversee research, development, implementation, and evaluation of training curricula used by the Department.
- J. CURRICULUM DEVELOPMENT SPECIALIST: Staff member(s) responsible for research, development, instructing, implementation, coordinating, and evaluation of training curricula used by the Department.
- K. 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.
- L. 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 curriculum revision is required and if the curriculum is consistent with departmental policy, procedure, and correctional best practices.
- M. DELTA: DELTA is the Department’s offender management system.
- N. DISTANCE LEARNING: Training that is broadcast over the internet or intranet to participants at remote locations. Distance Learning is presented in real-time.
- O. DEPARTMENTAL TRAINING ADVISORY COMMITTEE: An advisory committee appointed by the Commissioner to assist in the review/evaluation of training programs.
- P. DIVERSITY: The practice or quality of including or involving people from a range of different social and ethnic backgrounds, and of different genders, sexual orientation, and protected classifications.
- Q. 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.

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- R. EMPLOYEE LEARNING MANAGEMENT SYSTEM: The electronic database used to track the completion of eLearning and classroom modules.
- S. 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.
- T. 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.
- U. 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.
- V. FACILITY TRAINING OFFICER: A staff member who reports to the Facility Training Coordinator to assist in program design, training coordination, and instruction.
- W. 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.
- X. 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.
- Y. 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.
- Z. IN-SERVICE 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 training and shall include, but not be limited to, all mandatory topics per statute, code, rules, policies, and administrative procedures.
- AA. INSTRUCTOR DE-CERTIFICATION: The formal process when a person's instructor status is suspended, or their certification is revoked for administrative reasons.

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- BB. 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.)
- CC. INTERN: An advanced student or graduate who works, sometimes without pay, at a trade or occupation to gain practical work experience.
- DD. LEVELS OF TRAINING:
- a. End User – This is a person who has been trained in a specific skill or topic.
 - b. Apprentice Instructor – A newly certified instructor who has less than 6 months 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.
 - c. Instructor – This is a person who is certified to train end users in a specific skill or topic.
 - d. Senior Instructor – This is a person who is certified to train staff to be Instructors in a specific skill.
 - e. 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.
 - f. Program Dean – The Workforce Engagement employee who is responsible for overall program administration.
- EE. LOCUM/PRN/AGENCY: This identifies Health Services personnel working in a part-time capacity, “as needed” basis, or a specified term.
- FF. MAKING A CHANGE ACADEMY (MAC): Mandatory training for all new employees to 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.

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- GG. **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.
- HH. **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.
- II. **MENTEE:** A less experienced person participating in the mentoring program.
- JJ. **MENTOR:** A person who guides a less experienced person by building trust and modeling positive behaviors.
- KK. **MOTIVATIONAL INTERVIEWING:** A method of fostering change by helping a person explore and resolve ambivalence. Rather than using external pressure, Motivational Interviewing looks for ways to access internal motivation for change.
- LL. **NEW EMPLOYEE ORIENTATION (NEO):** This program is Phase One (1) of the New Employee Training Process (NETP) for new staff that includes training modules and classroom-based topics that new staff must complete as part of the NETP requirements.
- MM. **NEW EMPLOYEE TRAINING PROCESS (NETP):** The New Employee Training Process 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.
- NN. **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 supervision of a trained Field Training Officer who has documented completion of training in topics covering training liability, documentation, and evaluation procedures.
- OO. **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, housekeeping operations, security operations, work schedule coordination, and collaborative agreements.
- PP. **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.

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- QQ. PERFORMANCE MEASUREMENT COMMITTEE: An advisory committee appointed by the Executive Director to assist in the review/evaluation of training programs.
- RR. PRESERVICE TRAINING: Required training for all new staff consisting of New Employee Orientation, New Employee Training Process (NETP), and On-the-Job (OJT) Training.
- SS. PROGRAM DEAN: The Workforce Engagement staff member who has administrative oversight of a program.
- TT. PROGRAM LEAD: The Workforce Engagement staff member who coordinates the day-to-day functions of a program.
- UU. 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.
- VV. 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, ~~and~~ annual training plan, qualifications of instructional staff, training committee support, program design, delivery, and On the Job Training (OJT).
- WW. PROJECT MANAGER: The staff member who has administrative oversight of a project.
- XX. CORRECTIONAL RETENTION SPECIALIST (CRS): Staff member(s) responsible for research, development, implementation, coordinating, and evaluation of ~~recruitment,~~ retention, and employee engagement efforts of the Department.
- YY. 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.
- ZZ. 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.
- AAA. 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

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Manager to coordinate the research, development, implementation, coordinating, and evaluation of employee retention, and employee engagement efforts of the Department.

- BBB. 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.
- CCC. REGIONAL TRAINING SITE: A location designated by the Executive Director, per the authority of the Commissioner, for the purpose of conducting the Preservice Academy Program and other training programs as required.
- DDD. 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 and are for the quality, implementation, and documentation of all training in their regions.
- EEE. REGIONAL TRAINING SPECIALIST (RTS): Workforce Engagement employee who is responsible for the administration, implementation, and evaluation of Phase 3 New Employee Training Process. 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.
- FFF. REFLECTIONS OF PRIDE STORE (ROP): The Department's store for staff to purchase Department merchandise.
- GGG. RETURNING RETIRED EMPLOYEES: A retired staff person returning to employment, working no more than 27 hours per week for the Department.
- HHH. SCENARIO-BASED TESTING: A form of testing utilizing trainers and staff who role play pre-determined scenarios. Participants will be observed and rated on how well they respond to the given situation utilizing techniques covered in training.
- III. STAFF: Any and all persons employed by the Department including contractual workers and volunteers.
- JJJ. SUBJECT MATTER SPECIALIST: Select personnel may serve as Adjunct Instructors in the areas of their professional expertise.

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KKK. TARDINESS: The repeated behavior of being tardy to a training program after the scheduled starting time.

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

MMM. 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.

NNN. 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.

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

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

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

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

SSS. TRAINING SPECIALIST: The Training Specialist provides specialized instruction for new employees at the Correctional Training Institute (CTI) and regional site facilities.

TTT. 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.

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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)

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.

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- 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. Responsible for coordinating and conducting Focus Groups for the Department.
- N. Establishes the Standardized Competencies and Performance Expectations for Training Staff or those performing like responsibilities.
- O. Responsible for the administration of surveys (e.g., cultural, long-term, exit, etc.), and shall work with the party responsible for administration and oversight of the survey subject area/site to review and interpret the results.

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

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VI. CURRICULA/LESSON PLAN DEVELOPMENT/REVIEW:

All new and revised 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. Curricula shall be submitted (using the method below) to the appropriate Workforce Engagement Management/Supervisory Staff member responsible for the area(s) addressed in the curricula for review and approval. The Management/Supervisory staff member 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 Workforce Engagement Management/Supervisory staff member has reviewed the curricula they shall either:

- Submit the curricula to the assigned Curriculum Development Specialist for revisions; or,
- Submit to the Curriculum Development Supervisor for final review, 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 the approved curricula.

The Curriculum Development Manager is responsible to create 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.

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VII. 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:

- All Phases of the New Employee Training Process
- All forms of the On-the-Job Training
- Professional Development Programs
- In-Service Training

A. Injuries

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

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- 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 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

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VIII. PERFORMANCE MEASUREMENT COMMITTEE:

The Performance Measurement Committee shall be responsible for researching, establishing, collecting, and reporting performance measurement data to the Executive Director. The Performance Measurement Committee shall analyze the various outcomes in order to formulate appropriate Division Goals and Training Plans for the Department that are aligned with the Department’s Mission, Vision, and Strategic Plan.

The Performance Measurement Committee shall use various methodologies to measure desired and actual outcomes of the Department’s training programs and retention efforts. This may include Surveys, Program Evaluations, Job Performance Reviews, data collected from the State Personnel Department, pre-test, post-test, electronic testing, and other approved methods.

The Performance Measurement Committee shall meet quarterly to provide an ongoing formal evaluation of all training programs and retention efforts. One (1) Board Member and three (3) Committee Members must be present to conduct a business meeting.

The Performance Measurement Committee shall consist of Committee Board (3), Recorder (1), and Committee Members.

1. Committee Board

The Board shall serve as the Executive Director’s representation on the committee as well as serve as the Committee representative to the Division’s Management Team.

The Committee Board shall consist of the following Workforce Engagement, Management Team members:

- a. Curriculum Development Manager
- b. Operations Manager
- c. Correctional Retention Manager

2. Committee Members

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

- a. Curriculum Development Manager

The Curriculum Development Manager shall be responsible for all performance measurements metrics related to Focus Group performance, Leadership Training,

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Supervisory Training, and “special issue” training conducted on a Department-wide basis.

b. Operations Manager

The Operations Manager shall be responsible for all performance measurements metrics related to Skill Based (e.g., Personal Protection, Security Skills, First Aid, CPR, AED) Instructor Certifications, Correctional Police Officer Training, On-the-Job Training Reviews, and training related injuries.

c. Regional Training Manager (5)

The Regional Training Manager shall be responsible for all performance measurements metrics related to the New Employee Training Process (NETP), In-Service Training, and any “Special Issue” training conducted in their assigned Region.

d. Correctional Retention Manager

The Correctional Retention Manager shall be responsible for all performance measurements metrics related to retention through means of Surveys (Culture Assessment, Long Term Employee, Exit, and Returning Employees), conducting site reviews, attending meetings, conducting recognition events, Ops Report follow-ups and reviewing retention rates as other key indicators.

e. Workforce Engagement Supervisory Personnel

The Supervisors shall be responsible for all performance measurement metrics related to Progress Reports, Curriculum Reviews, and Employee Surveys.

f. Recorder

The purpose of the committee recorder shall be to ensure that an accurate record of meeting attendance and discussions are maintained. The Committee Recorder shall serve at the pleasure of the Executive Director and Committee Board.

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IX. TRAINING COMMITTEE APPOINTMENTS & RESPONSIBILITIES:

Each facility shall have a training committee consisting of at least eight (8) persons. Members of the Facility Training Committee shall consist of the Regional Training Manager, Regional Training Specialist, Regional Operations Supervisor, 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, Regional Operations Supervisor, 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.

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. New Employee Training Process;

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- 2. In-Service;
- 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 New Employee Training Process, In-Service, and certification needs and submit Curriculum Review with recommendations to the appropriate Regional Training Manager by November 1st. Copies are forward to the Executive Director and a copy to the Facility Head/Division Head by November 15th.

- G. To provide guidance and assistance in the development of the Annual Training Plan (Attachment 1-D) that is submitted 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 sign off on 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.

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X. TRAINING DOCUMENTATION:

It shall be the responsibility of all Workforce Engagement staff members to ensure that a complete and accurate record of all training is maintained. 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.

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’s 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 of 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. This is accomplished by providing a Learner History Report. The Learner History Report will identify completed training for the fiscal year and is a 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: New Employee Training Documentation

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This section is used for documenting all training completed during all Phases of the New Employee Training Process. This section shall contain, at a minimum, the New Employee Training Certificate and the PREA Acknowledgement Form.

3. Section 3: Annual In-Service Training Documentation

This section shall be used to document the “In-Service Core” as established by the Department. This section shall contain, at a minimum, the Acknowledgement and Completion of Annual In-Service Training Form, the Mandatory PREA Questionnaire and Acknowledgement Forms, and the Item Status Report verifying completion of the PREA eLearning module.

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, Instructor Development and Trainer Development Programs, New Trainer Orientation, Skill-Based Certifications, Firearms Certification, CAPS Certification, QRT Certification, Presentation Skills Certification, FTO and FTM 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

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- 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
 7. Program Evaluation

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.

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

The Facility Training Coordinator shall be responsible for conducting a Peer-Audit Progress Report during the 1st week of February. The Peer-Audit Progress Report results shall be discussed with the Facility Head and Regional Training Manager by February 11th. The Peer-Audit Progress Report results must be submitted by February 11th to the RTM. The Mock Progress report shall be completed during the last quarter, of the current training year and the results shall be provided to the Facility Head within ten (10) business days of the review being concluded. The Official Progress Report Review shall be completed during the first quarter of the new fiscal training year. The Peer, the Mock, and the Official Progress Reports shall be completed for the same training year. The Official Progress Report results shall be provided to Facility Head within ten (10) business days of the review being conducted.

A. 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.

B. 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 1-S, 1-T, 1-U). The Audit Tools will ensure that a consistent system of measurement is in place to evaluate each facility in a systematic manner.

C. Corrective Action Plans

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If a facility at any time has a score of 89 points or below during the Mock or Official Progress Report then 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 Training Coordinator will be responsible for scheduling meetings with the Facility Head 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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XII. TRAINING STAFF RESPONSIBILITIES, APPOINTMENTS, AND TRAINING REQUIREMENTS:

All Training Staff, including Adjunct Instructors, are responsible for ethical conduct and role modeling of professional behavior in word, deed, and interactions 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. The Regional Training Manager is responsible for the administration, implementation and evaluation of New Employee Training Process, In-Service, On-The-Job Training, and specialized training over their region. 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.

- a. Recruits, interviews, and recommends staff for promotion to the Executive Director of Workforce Engagement.
- b. Documents subordinate performance and provides the Executive Director with a summary of the work performance.
- c. 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.
- d. Serves as a permanent member of each supporting facility's Facility Training Committee.
- e. Assists in performing special projects/assignments as directed by the Executive Director.
- f. Conducts site inspections, review audits, reviews/recommends training curriculum and annual training needs assessments/plans as instructed by the Executive Director.
- g. Responsible for the recruitment and evaluation of various adjunct trainers and contract specialists for Special Issue Workshops.
- h. Assists with improving the retention rates at all facilities within their assigned Region.
- i. Develops staffing plans to improve succession planning at the Facilities within their assigned Region.

2. Regional Training Specialist

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The Regional Training Specialist is responsible for the design, establishment, and administration of the training programs for their region. The incumbent will be responsible for administration, implementation and evaluation of the New Employee Training Process, Phase 3, for their assigned 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 and is accountable for the quality, quantity, implementation, and documentation of the New Employee Training Process for Phase 3.

- a. Directs the planning, coordination, development, performance, and evaluation of the New Employee Training Process.
- b. Reviews and documents Facility Correctional Trainers' performance and provides the Facility Head and Regional Training Manager with a summary.
- c. Serves as a permanent member of each supporting facility's Facility Training Committee.
- d. Provides instructional support when necessary.
- e. Provides support, assistance, and guidance to trainees.
- f. Responsible for the recruitment and evaluation of full time Training Staff, various Adjunct Trainers, and Subject Matter Specialists for various programs.
- g. Provides support, assistance and guidance to trainees.
- h. Develops and compiles training manuals and materials.
- i. Reviews, updates, and compiles training materials and makes recommendations for their use on an annual basis.
- j. Assists in organizing special workshops and seminars within their Region.
- k. Tests, measures, and evaluates trainee performance and makes recommendation on retention or working status.
- l. Ensures that all training programs, procedures, methods, and standards comply with national standards.

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, In-Service, and specialized training essential to the mission of a specific division or facility.

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- a. 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.
 - 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. Responsible for overseeing the revision of curriculum and program materials utilized for training programs throughout the Department.
 - d. Responsible for managing, monitoring, and implementing all aspects of the Staff Development Curriculum Plan.
 - e. Provides budgetary assistance and makes recommendations to the Executive Director.
 - f. Develops and assigns trainers the responsibility of developing eLearning Training Modules and other technology training advancements.
 - g. Supervises the operation of the Learning Management System and electronic training file system for the Division.
 - h. Establishes collaborative working relationships with community-based programs, leaders, allied criminal justice agencies and other departmental trainers.
 - i. Evaluates proposed and existing staff training content and delivery strategies to ensure current policies, procedures, standards, and best practices are incorporated.
 - j. Prepares, develops, and reviews reports pertaining to the Workforce Engagement’s policy, procedures, guidelines, and requirements.
 - k. 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.
 - l. Supervises other programs and program sections, assigned, or as needed.
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, In-Service, 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.

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- 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.
- 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.

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- g. Develops and compiles training manuals and materials.
- h. 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 workgroup. 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.
- f. Prepares, develops, and reviews reports pertaining to staffing vacancies, and facility retention.
- 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

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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.
- h. Prepares, develops, and reviews reports pertaining to staffing vacancies, and facility retention rates.
- i. Monitoring daily operational incident reports for staff assaults that happen and ensures Correctional Retention Specialists for their region follows up with staff.

8. Correctional Retention Specialist (CRS)

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. Gather feedback from staff on new policies and worksite reviews.
- b. Coordinates Phase 2 job shadows with veteran staff and facility members and ensures paperwork is completed and submitted.
- c. Works with State Personnel Department staff to coordinate Long-Term Surveys, Returning Employee Surveys and Exit Interviews.

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- d. Consistently promote the Department of Correction. Partner with facility administration to conduct Start, Stop, and Continue Process in their work groups.
- e. Attends and presents at facility Staff Assembly meetings.
- f. Attends roll calls to inform staff of upcoming training events and opportunities.
- g. Coordinates Beyond the Wall formal mentoring with veteran staff and facility members and ensures paperwork is completed and submitted.
- h. Makes recommendation on retention or working status.
- i. Prepares and distributes surveys and questionnaires used as data reference, including, but not limited to, Exit Interviews, Long-Term Employee Surveys, Returning Employees, and Culture Assessments.
- j. Monitoring daily operational incident reports for staff assaults that happen in their region and follow up with staff.
- k. 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, housekeeping operations, 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.
- e. Works closely with Executive Directors, Division Directors, Wardens, department heads, and contract providers to provide relevant training opportunities that are classification/job specific.

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- 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/in-service 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, disciplining as needed, and offering professional growth opportunities (support staff, physical plant, housekeeping 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, In-Service, On-the-Job Training or 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 technique.
- 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 recommendation 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.
- l. Collaborates with all departments within the facility to enhance the learning environment and performance of employees.

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- 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.

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, In-Service, On-the-Job Training or 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 recommendation 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 Phase 3 Academies held at CTI and working with facilities within the region to enroll all new employees to attend. They will also serve as a support specialist in all assigned programs at CTI.

- a. Instructs all Phase 3 Academy classes.
- b. Completes all LMS and performance measurement information for the Phase 3 Academies.
- c. Analyzes the effectiveness of training.
- d. Reviews, updates, and complies training materials and makes recommendations for their use on an annual basis.

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- 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. Complies training manuals and materials for new employees and training programs as required.
- h. Assists in the safety and security of the facility.
- i. Completes monthly building inspections as assigned.
- j. Promotes positive professional values and personal accountability.
- k. Maintains a variety of training records and course information regarding training programs.
- l. Maintains current instructor certifications.

B. Appointments and Training Requirements

1. Training Coordinators

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
- 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

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:

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- 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 with the Regional Training Manager.
- c. Satisfactorily complete the Workforce Engagement’s “New Training Coordinators” eLearning Module within 30 days of appointment.
- d. Facility Training Coordinators shall satisfactorily complete an approved Learning Management System Training program within 14 days of appointment, conducted by the Regional Training Manager or Regional Training Specialist.
- e. Within 18 months of appointment, all new Facility Training Coordinators shall complete the Department’s DOC Supervisory Program.
- f. Satisfactorily complete the Workforce Engagement’s “Field Training Manager” certification within 45 days of appointment.

2. Training Officers

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.

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

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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 with the Regional Training Manager.
 - c. Facility Training Officers shall satisfactorily complete an approved Learning Management System Training program within 14 days of appointment.
3. Adjunct Instructors

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

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

4. Subject Matter Specialist

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 Staff Development 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.

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C. Training Credit for Instructing

Trainers can receive Training Credit hours for conducting training presentations on a one-time basis for the fiscal year. To receive credit, instructors must sign the attendance roster and enroll themselves into the program through the Learning Management System.

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XIII. CORRECTIONAL 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, Division Directors, 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 Regions are:

- **Region 1:** Indiana State Prison, South Bend Community Re-Entry Center, Chain O’ Lakes Re-Entry Center, and South Bend Parole District #8
- **Region 2:** Westville Correctional Facility, LaPorte Juvenile Correctional Facility, and Gary Parole District #6
- **Region 3:** Logansport Juvenile Correctional Facility, Miami Correctional Facility, and Fort Wayne Parole District #2
- **Region 4:** Correctional Industrial Facility, Madison Correctional Facility, and Madison Parole District #9
- **Region 5:** Plainfield Correctional Facility, Reception Diagnostic Center, and Edinburgh Correctional Facility
- **Region 6:** Indiana Women’s Prison, Pendleton Juvenile Correctional Facility, Re-Entry Parole District #1, and Indianapolis Parole District #3
- **Region 7:** Putnamville Correctional Facility, Rockville Correctional Facility, and Terre Haute Parole District # 10
- **Region 8:** Wabash Valley Correctional Facility, Branchville Correctional Facility, Evansville Parole District #4A, and Bloomington Parole District #5
- **Region 9:** Pendleton Correctional Facility, Central Office (including New Castle Correctional Facility and Heritage Trails Correctional Facility Maintenance Staff), and New Castle Parole District #7

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.

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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 7 components:

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 and Parole District. 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 quarterly throughout the calendar year. Additional follow-up culture assessments may be requested and conducted at the discretion of the facility and the Correctional Retention Manager. 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. Exit Interviews

The Correctional Retention Specialists shall work with Facility Staff and SPD to conduct face-to-face Exit Interviews when appropriate and, when not practical, a Microsoft Teams exit interview shall be attempted with the exiting employee. Facility SPD Staff shall notify the Correctional Retention Specialist upon receipt of an employee’s notice to 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

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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)

3. 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 one, three, five, and 20 years of service with the Department and every five years after that. 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 these criteria during their anniversary month.

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.

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.

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The quarterly report will be forwarded to:

- Executive Director of Staff Development and Training
- 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)

4. Workplace Site Observation

The Correctional Retention Specialist shall work with the Facility Safety Hazard Manager (if available) monthly to conduct workplace site observations. The results of the workplace site observation will be provided directly to the Warden.

5. Policy Feedback/Review

The Correctional Retention Specialist shall work with the facility to gather feedback on new policies. The CRS shall gather feedback using their tablets to generate a report that will go directly to the Warden to communicate if the policy is being shared properly and there is an understanding of the policy.

6. 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.

7. Employee Engagement Committee

Workforce Engagement shall establish a committee to review information gathered during the Culture Assessments, from Exit Interviews, the Long-Term Employee Surveys, and additional resources identified by the committee; the information shall be used to develop strategies designed to foster a more engaged workforce.

The Employee Engagement Committee shall be responsible for researching, establishing, collecting, and reporting performance measurement data related to the Department's Retention initiatives. The Employee Engagement Committee shall

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analyze various outcomes in order to formulate appropriate Department Goals and Initiatives for the Department related to retaining quality and capable employees.

The Employee Engagement Committee shall use various methodologies to measure desired and actual outcomes of the Department's Retention efforts, including Surveys, Program Evaluations, Job Performance Reviews, and data collected from SPD.

The Employee Engagement Committee shall meet quarterly to provide ongoing evaluation of all employee engagement activities. Three Board Members, one of which must be either the Chairman or Vice Chairman and two-thirds of the committee's members must be present to conduct a business meeting.

The Employee Engagement Committee shall consist of Committee Board and Committee Members.

a. Committee Board

The Board shall serve as the Department's representation on the committee. The Committee Board shall be responsible for guiding the committee and developing the scope of work.

The Committee Board shall consist of the following:

- Executive Director of Workforce Engagement (Chairman)
- Executive Director of Human Resources (Vice Chairman)
- Deputy Commissioner of Operations
- Deputy Commissioner of Diversity and Development
- Deputy Commissioner of Strategic Alignment
- Deputy Commissioner of Re-Entry and Youth Services
- Executive Director of Diversity and Development
- Executive Directors of Adult Facilities
- Executive Director of the Division of Youth Services
- Director of Parole Services

b. Committee Members

Each Warden shall appoint one staff member to serve as a member of this committee. The Division of Parole Services and Central Office shall appoint up to three staff members to serve as a member of this committee. The individual selected shall be a working member of the committee and shall serve as the facility representative to the committee. The individual selected

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to participate shall speak on behalf of the Warden, Parole Supervisor and Central Office during Committee Meetings. Additional Department staff shall be appointed based on the recommendation of Division Directors. The committee members will be rotated annually or at the discretion of the Executive Director of Workforce Engagement.

8. Beyond the Wall Mentor Program

Beyond the Wall Mentoring is a Mentoring Program for veteran staff within the Indiana Department of Correction for the purpose of retaining staff and encouraging leadership within the Department. Mentoring is a voluntary program where veteran staff will be recruited and trained to mentor veteran employees for the formal process. The informal process is generally a mentor of the mentees' choosing. Veteran employees shall be introduced to the program during their annual In-Service.

a. Mentoring

Beyond the Wall Mentoring is a Mentoring Program for veteran staff within the Indiana Department of Correction for the purpose of retaining staff and encouraging leadership within the Department. The vision statement for the program is, "By providing a mentor to staff, we can support professional development, improve our diversity, inclusion, and belonging objectives, foster collaboration, and improve retention within the Indiana Department of Correction."

Mentoring is a voluntary program where veteran staff will be recruited and trained to mentor veteran employees for the formal process. The informal process is generally a mentor of the mentees' choosing. Veteran employees shall be introduced to the program during their annual In-Service.

Once the information sheets for the formal programs are received, the supervisors and facility command shall be notified for input. Participants in the formal process will be selected and placed regionally, by the five regions of the Workforce Engagement Division (Central, West, East, North Central, and North). The CRSS shall develop a spreadsheet for tracking purposes.

The informal process will cover marketing to staff "A How-To" guide, should they wish to have a mentor. The mentors selected will be of the mentee's choosing.

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Informal mentors and mentees shall be a 1:1 ratio. Formal mentors may be asked to mentor more than one mentee at a time if the need is present (no more than 2).

Training for mentor/mentee shall be conducted at the facility via eLearning module.

Formal Program Participation Requirements:

1. Mentor Criteria:

- Submit a completed information sheet.
- Be free of any disciplinary action for the previous 12 months.
- Demonstrate effective communication skills (oral and written).
- Willingness to commit to one year in the program.
- Have two or more years' experience with the Department.
- Complete mentor eLearning module.

2. Mentee Criteria:

- Employee must have six months or more with the department.
- Complete information sheet.
- Commitment to one year in the program.
- Complete mentee eLearning module.

b. Program Stakeholder Responsibilities:

1. Workforce Engagement's Responsibilities:

- Provide training for new mentors (optional).
- Market the program to the Department.
- Conduct mentor information sessions.

2. Correctional Retention Specialist's Responsibilities:

- Provide resources for the initial mentor/mentee meeting to include tips on conversation starters, goal setting, and career planning.

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- Responsible for the mentors/mentees completing and tracking all required paperwork.
- Review all required agreements with the matched pair, including “acceptable communication,” which will be in person or over the telephone.

3. Formal Mentor Responsibilities:

- Schedule the first meeting (must be in person) and notify CRSS of meeting date and time.
- Meet with the mentees at least one hour each month, which can be done via telephone or Teams.
- Commit to completion of eLearning module.
- Assist mentee in identifying goals and career planning.
- Offer constructive feedback and positive reinforcement to the mentee.
- Submitting monthly report, the CRS will go over requirements of the report with Mentor.

4. Formal Mentor/Mentee Shared Responsibilities:

- Set up at least two in-person meetings.
- Commit to one year.
- Have consistent communication.
- Hold each other accountable.
- Complete all required reports.
- Maintain open communication with their CRS.
- Comply with approved meeting standards.

c. Formal Mentor/Mentee Meetings Requirements and Responsibilities:

1. The required meeting may occur outside work hours, if both parties agree; however, compensation will not be approved.
2. If meeting outside work hours, the CRS must be notified of the meeting location. No time limits will be mandated. Both individuals need to notify the CRS of how long they intend to meet and follow-up their meeting with the amount of time they spent with one another.
3. The pair will be permitted to meet during work hours for a minimum of one hour and a maximum of two hours a month. Follow-up with

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the CRS of their meeting with the amount of time they spent with one another.

4. If meeting during work hours, the participants' supervisors must approve the time away from their posts.

9. Ops Report Follow-up

The Correctional Retention Team will monitor daily OPS Report emails for staff assaults. When a staff member is reported as being assaulted on the OPS Report, the CRS will meet with that staff member(s) within 7-10 days of the assault. The CRS will follow up with facility administration after talking with the staff member(s). The CRS will also be required to report the meeting on the CRS tracker.

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XIV. 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

Workforce Engagement 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.

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XV. PROGRAM ATTENDANCE, MAKE-UP, DISMISSAL, AND READMITTANCE:

Good attendance, punctuality, and complete participation are expected of all personnel attending all Department sponsored training events. All attendance for the Department's training programs shall be recorded on the Attendance Roster Sign-in Sheet (Attachment 1-E) Any tardiness, absence, or class work missed must be made up prior to any training credit or certification being granted.

Tardy, Tardiness, and Absences for the purpose of training shall be defined as:

- 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 lesson and/or program.
- TARDY: Reporting to a training program more than five (5) minutes after the scheduled starting time.
- TARDINESS: The repeated behavior of reporting to a training program after the scheduled starting time.

A. Attendance

Any staff member responsible for instructing/coordinating a training program shall be responsible for tracking program participant attendance by monitoring program registrations, verifying attendance, and completing a Trainee Absence Report (Attachment 1-G). All Trainee Absence Reports shall be completed and list any training topics for which the employee missed time. The Trainee Absence Reports need to be forwarded to the Training Coordinator immediately after attendance is taken for that day. The Facility Training Coordinator is responsible for notifying their Regional Training Manager of any absences/time missed for all Phases of the NETP process after attendance has been completed. The Facility Training Coordinator is responsible for notifying the participant's supervisor of any absences/time missed for all training programs after attendance has been completed.

This section applies to all training governed by the Workforce Engagement, regardless of the delivery method (in-person, distance learning, etc.) including the following, but not limited to:

- All Phases of the New Employee Training Process (including On-the-Job Training)
- In-Service Training
- Professional Development Programs
- Instructor Certifications Programs
- Special Issue workshops, including position specific events when participation is mandatory (e.g., Retreats)

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1. Traditional Classroom (in-person training)

All in-person attendance for the Department’s training programs shall be recorded on the Attendance Roster Sign in Sheet (Attachment 1-E). Each participant shall, by their own hand, initial each a.m./p.m. session that they are in attendance. The program manager/instructor shall verify the accuracy of attendance and sign the Attendance Roster Sign-in Sheet certifying it is accurate and true.

2. Distance Learning

a. Individual attendance

Attendance shall be recorded for all distance learning programs. Participants who participate in a training session from an assigned workstation, remote location, or from a location other than a traditional classroom setting shall complete the verification of attendance letter (Attachment 1-Q) and affirm that they wholly participated in the program as per the program requirements. No credit shall be awarded for participation in a distance learning program until the verification of attendance letter has been received by the Program Dean.

b. Group attendance

For some distance learning programs participants may participate in the training session, in a classroom or other group type setting. In these cases, there shall be an assigned facilitator or liaison and attendance shall be recorded as if it was an in-person training session. Each attendee shall, by their own hand, initial each a.m./p.m. session that they are in attendance. The program facilitator/liaison shall verify the accuracy of attendance and sign the Attendance Roster Sign-in Sheet certifying it is accurate and true. Once the program is complete the facilitator/liaison shall provide the original Attendance Roster Sign-in Sheet to the Program Dean for record keeping and verification of attendance.

B. Make Up

If a participant is absent for more than 10% of a training program and/or lesson, they shall be required to make-up the specific lesson the absence occurred during. A make-up letter shall be provided to the Facility Training Coordinator for all absences.

The make-up letter shall outline the participant’s name, specific course(s) missed, requirements needed to complete make-up for the program and timeframe for completion.

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The Training Coordinator is responsible for coordinating and ensuring that the participant completes the required make-up with a certified instructor for the specific course. Once the make-up is completed the Training Coordinator shall provide a signed letter of completion outlining the participant’s name, course completed, hour-for-hour make-up time(s) and date(s), as well as the name of the instructor completing the make-up. The letter of completion must be forwarded to the Regional Training Manager for approval. The Regional Training Manager once approved will provide the Program Dean with the completion letter to award credit or issue a certificate of completion. The Program Dean shall ensure that the participant status is updated once they receive the approved make-up completion letter. This documentation will be maintained in the program file.

A participant shall not be considered as having met program requirements until the Certification or Certificate of completion has been awarded.

All participants with an incomplete status for the New Employee Training Process must complete all make-up within 30 days of absence. Failure to complete all required make-up within the 30 day timeframe may result in program dismissal and require the participant to attend the New Employee Training Process in its entirety, respective to their position or personnel classification.

Ultimately, it is the responsibility and liability of the individual, the Facility Training Coordinator, Regional Training Specialist, Regional Training Manager, and the Facility/Division Head to ensure the individual’s training requirements are satisfied in accordance with this policy and administrative procedure.

C. Program Dismissal

A participant who fails to successfully satisfy all requirements of a training program due to failure to complete program assignments, issues involving behavioral problems, unexcused absences or tardiness, problems with background check, may be dismissed from the program. The Program Lead shall be required to complete a dismissal letter for any participant that is dismissed from any part of a Workforce Engagement program. The Program Lead shall forward the dismissal letter to the Program Dean for approval. The Program Dean shall forward all dismissal letters to the Executive Director for final approval.

A letter of dismissal shall be written to the Facility Head from the Program Dean with a copy to the appropriate Regional Training Manager, Regional Training Specialist and Facility Training Coordinator. Participants shall not be allowed to return to the program without the approval of the Executive Director of Workforce Engagement. The dismissal letter shall be maintained in the program file.

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D. Letter of Administrative Return:

A participant who fails to successfully complete a program due to no fault of their own shall be classified as an Administrative Return.

Reasons for an Administrative Return include excused absences of greater than 10% for the entire the program which could be caused by illness of the participant, or of an immediate family member documented by a physician, hospitalization of a participant, or of a dependent family member, or death of an immediate family member.

A letter of Administrative Return shall be written to the Facility Head from the Program Dean with a copy sent to the Regional Training Manager, Regional Training Specialist, and Facility Training Coordinator. The Administrative Return Letter shall be maintained in the program file and employee training file.

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XVI. TESTING PROCESS:

During any testing process, participants are not allowed to use manuals, notes, or other aids. If a participant fails a test, 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. 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 (1) 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. All tests shall be administered under direct observation by a Training Officer or certified instructor.
3. One test answer sheet shall be issued to each participant. A copy is provided as (Attachment 1-F) and may be reproduced locally as required.
4. Test answer sheets shall be distributed, and participants shall follow the instructions provided. All materials, books, pads, etc., shall be removed from individual's test surface.
5. Participants shall be instructed to put away any electronic devices (phones, tablets, etc.) unless an electronic device is being used for testing purposes.
6. Participants shall be directed "not to start until instructed to do so."
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 in to the instructor.
9. All tests shall be proctored by training staff or certified instructors. There shall be a minimum of two instructors or training staff members and a 1:25 instructor/participant ratio to proctor pre-tests and post-tests. (i.e. Fifty participants require three instructors to proctor the test).

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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.
12. Validate missed questions using Attachment 1-H, 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.

B. Electronic Tests

The following procedures shall be followed when administering electronic tests:

1. Only a member of the Workforce Engagement Management or Supervisory Team may enroll a participant into an electronic test.
2. On the day of testing, staff shall enroll participants in the Department's Learning Management System (LMS) no earlier than one hour prior to conducting the electronic test.
3. All tests shall be administered under direct and constant observation by a Training Officer or certified instructor.
4. Participants shall be instructed to put away any personal electronic devices (phones, tablets, etc.).
5. Participants shall be directed "not to start until instructed to do so."
6. Participants shall be advised that after they have completed the test, Training Staff will confirm their grade.

C. On-the-Job Testing Requirements

If a new trainee receives below 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.

It is the responsibility of the Facility Training Coordinator to ensure tests are maintained in a secure location behind two locking mechanisms and accountability of each test is always maintained. Close attention must be paid to ensure tests are not compromised at any time, whether during storage or while in use. It is the facilitators' responsibility to ensure that during the testing process they are always present. Failure to maintain the integrity of the test, the test process, and the test

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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.

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XVII. SKILL-BASED TRAINING:

Workforce Engagement is responsible for the development, coordination, implementation, and review of skill-based training programs. Workforce Engagement specifically be responsible for:

- Defensive Tactics
 - Personal Protection
 - Use of Physical Force
 - Communication Mental Preparation
- Security Skills
 - Legal Authority of Searches
 - Basic Security Principles
 - Pat, Frisk, and Modified Frisk Searches
 - Strip and Body Cavity Searches
 - Use of Mechanical Restraints
 - Security Lead
 - Body Cuff Universal Restraint System
- Cardiopulmonary Resuscitation (CPR)
- First Aid
- Automated External Defibrillator (AED)
- Correctional Police Officer Training (CPO)
- Skilled-Based Presentation Skills

A. Instructor Certification Levels

Workforce Engagement is responsible for certifying end users and instructors for all skill-based programs. The following levels of certification shall apply to all skill-based programs.

1. End User

This is a person who has been trained in a specific skill and has met all program requirements for certification.

2. Apprentice Instructor

An Apprentice Instructor is a newly certified instructor who has less than 6 months of instructional experience in the specific skills they are certified in and has not yet met the program required instructional requirements. Apprentice Instructors must co-instruct with an Instructor, Senior Instructor, or Lead Instructor until all program requirements are met and they are issued a certificate of completion.

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3. Instructor

This is a person who is certified to train end users in a specific skill. Instructors must have previously completed all the requirements of the Apprentice Instructor.

4. Senior Instructor

This is a person who is certified to train staff to be Instructors in a specific skill.

5. Lead Instructors

This is a Workforce Engagement employee who is responsible for the day-to-day administration of the program. In addition, to being certified to training others to be Instructors, Lead Instructors shall be responsible for conducting site observations and instructor reviews.

6. Program Dean

This shall be the Workforce Engagement employee who is responsible for program administration.

B. Instructor Criteria and Training Requirements

The following criteria shall apply to the above-mentioned Instructor levels:

1. Apprentice Instructor:

a. Participant Criteria

Persons wishing to become certified as instructors in a specific skill must meet the following criteria:

- Must have one year of full-time employment.
- At least one year conduct free.
- Refrains from behavior that reflects negatively upon the Department.
- Has never been found guilty of being under the influence of intoxicants while on duty.
- Must have and maintain a satisfactory work performance as noted in the employees Performance Appraisal.

b. Training Requirements

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Upon selection, candidates for Apprentice Instructor must complete the following:

- Must have previously obtained certification as an “End-User” in the given skill.
- Must have previously completed the Skilled Based Presentation Skills course.
- Must attend and successfully complete all requirements of the instructor certification course for the specific skill and achieve a score of 100% on all written tests and skills practicums.
- Must provide a minimum of 45 hours instructional time with a co-instructor within 180-days of certification as an Apprentice Instructor. Co-instructor cannot be another apprentice Instructor.
- Instructional hours must be as follows:
 - 30 hours instruction during the New Employee Training Process or during an initial end-user certification course.
 - 15 hours instruction during annual In-Service Training.
- Must schedule and participate in a minimum of two Instructor Observations within 180 days of certification as an Apprentice Instructor. Instructor Observations must be completed by Senior Instructor, Lead Instructor, or Program Dean.

2. Instructor:

Upon completion of all requirements under the Apprentice Instructor guidelines, the individual shall be recognized as an “Instructor”. Once a person has achieved the status of “Instructor”. They will be required to continue to provide instructional support to the agency. All Skill Based Instructors must:

- Instruct a minimum of 60 hours annually in each skill they are certified as an “Instructor”.
- Schedule and participate in an Instructor Observation. Instructor Observations must be completed by Senior Instructor, Lead Instructor, or Program Dean.

3. Senior Instructor:

Senior Instructor is by application. Candidates must meet all the requirements for Apprentice Instructor, Instructor, and have a minimum of 400 hours of instruction in the specific skill. Senior Instructors must also complete the following training:

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- Instructor Development
- Trainer Development

C. Maintaining Instructor Certification

All certified Instructors must instruct a minimum of 60 hours annually in each program. The annual time-period shall be one-year from certification date. Failure to meet the minimum number of instructional hours in any given year will automatically result in expiration of certification in that program.

Each Apprentice Instructor, Instructor, and Senior Instructor shall be required to maintain a log of actual hours instructed. All Instructor Logs must be maintained in the Facility Training Department.

1. Instructor

In addition to meeting the minimum annual instructional hours, Instructors must also:

- Schedule and participate in an Instructor Observation annually with a Senior or Lead Instructor, and
- Successfully complete all mandatory instructor updates.

Upon successful completion of all requirements a new certificate shall be awarded and will remain valid for a period of one (1) year.

2. Senior Instructor

In addition to meeting the minimum annual instructional hours, Senior Instructors must also:

- Schedule and participate in an Instructor Observation annually with a Lead Instructor,
- Instruct during an initial instructor certification course,
- Conduct a minimum of five Instructor Observations, and
- Successfully complete all mandatory instructor updates.

Upon successful completion of all requirements a new certificate shall be awarded and will remain valid for a period of one year.

Failing to meet any of the above-mentioned requirements will result in de-certification.

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D. De-certification and Suspension of Instructor Status

1. De-certification:

When a person’s certification is suspended or revoked, the Workforce Engagement Program Dean shall issue a “Letter of De-certification”. The letter must detail the reason for the de-certification and/or the duration of any suspension. A copy of the letter is to be placed in the employees Training Packet with copies provided to:

- Employee
- Facility Training Coordinator
- Regional Training Manager
- Facility Head / Division Director
- Executive Director of Workforce Engagement

Workforce Engagement may revoke certification for:

- Failing to follow program guidelines, curriculum, or administrative procedure.
- Failing to meet minimum requirements to maintain certification.
- Conduct in and outside the classroom, when the persons behavior or actions are deemed to be contrary to the teachings of the program.
- As a result of any disciplinary action.

2. Suspension:

When a person’s certification is suspended, the Workforce Engagement Program Dean shall issue a “Letter of Suspension”. The letter must detail the reason for the suspension and/or the duration of any suspension. A copy of the letter is to be placed in the employee’s Training Packet with copies provided to:

- Employee
- Facility Training Coordinator
- Regional Training Manager
- Facility Head / Division Director
- Executive Director of Division of Workforce Engagement

Division of Workforce Engagement may suspend certification for:

- Failing to follow program guidelines and/or curriculum.

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- Conduct in and outside the classroom, when the person’s behavior or actions are deemed to be contrary to the teachings of the program.

E. Instructor Observations

Instructor Observations may be completed Senior Instructors, Lead Instructors, or the Program Dean. Instructor Observations will be completed utilizing the Workforce Engagement Observation Report.

Upon completion of the Instructor Observation, the person conducting the Observation shall discuss the results with the Instructor, Facility Training Coordinator, and Regional Training Manger.

If the Instructor fails to meet a minimum score during the Observation the Senior or Lead Instructor 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 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.

F. Medical Exemption

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

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 Certification 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.

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G. Safety / Training Equipment

The following safety equipment shall be the only equipment authorized for use with the skills-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.

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.

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

All Inter-Agency requests for Department assistance in providing Skills 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 1M), 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 training may be scheduled.

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XVIII. NEW EMPLOYEE TRAINING PROCESS:

The New Employee Training Process 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.

All staff (State Employees, Contractual Staff, and Volunteers) having routine contact with the incarcerated population shall adhere to the PREA standards which requires them to complete the PREA training. All Correctional and Health Services staff shall be trained to respond to health-related situations within a four-minute response time on an annual basis.

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 New Employee Training Process.

A. Administration and Operation of the New Employee Training Process

The Executive Director of Workforce Engagement has complete oversight of all administrative and operational matters related to the new employee training process.

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 and Specialists to oversee and manage the New Employee Training Process (NETP) in each region.

B. Program Structure and Responsibilities

The New Employee Training Process shall be structured in phases. Phases 1, 2, and 3 shall be the same for all employees. Phases 4 and 5 will vary depending on the employee's classification and/or the population they are working with (e.g., Adult Youth, or community supervision).

Each Training Coordinator will be responsible to work with the Facility Human Resource Department to establish when Phase One of New Employee Training will be scheduled. Once the Training Coordinator has determined when a New Employee Training Process session is scheduled, they are responsible for drafting a proposed schedule outlining all dates for each phase to be completed. The Training Coordinator shall submit the proposed schedule to the Regional Training Manager. The Regional Training Manager shall review

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the proposed schedule for each New Employee Training to ensure all requirements have been met. 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.

1. Phase One - New Employee Orientation (Attachment 2)

a. Training Coordinator Responsibilities

- Search Acknowledgment Forms
- Evaluations needed for Skill Based training
- Answer sheets needed for testing
- PREA Form (Attachment 3-A)
- Training Enrollment Forms (Attachment 1-L)
- Inclement Weather Forms (used only during the months of October through March) (Attachment 1-B /1-C)
- Attendance Roster(s) (Attachment 1-E)
- Trainee Absence Reports (Attachment 1-G)
- Regional Participant Guidelines (Attachment 1-N)
- Develop and Coordinate Instructor Agenda.
- Create Class Codes in the Learning Management System (LMS).
- Enroll all staff in each Phase needed in LMS.
- Submit Inclement Weather Forms to Regional Training Specialist and Regional Training Manager.
- Submit Training Enrollment Letters to Regional Training Specialist and Regional Training Manager.
- Submit Daily Absence Reports to Regional Training Manager.
- Notify Regional Training Manager of all any failed testing immediately including:
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
- Verify Completion of eLearning.
- Complete data entry for Phase One within seven business days of Phase completion.
- Coordinate make-up training needed for staff absences.

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- Complete electronic Program File within seven business days of Phase completion (see section 10).
 - Submit Performance Measurement Data for Phase One within seven business days of Phase completion. Including:
 - Grade Report (Attachment 1-O, 1-P)
 - Validation Summary (Attachment 1-H)
 - Statistical Data (Attachment 1-R)
- b. Regional Training Manager Responsibilities
- Create Make-up Letters.
 - Create Letters of Administrative Return (if applicable).
 - Monitor Attendance, Track Absences and Communicate Absences.
 - Monitor NETP training schedules and naming conventions issued.
 - Collect all Training Enrollment Forms.
 - Collect all Inclement Weather Forms (when applicable, see above).
 - Provide support to Training Coordinator as needed.
 - Contact 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
 - Notify Facility Warden 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
 - 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.
2. Phase Two OJT Training (See Attachments 2)
- a. Training Coordinator Responsibilities
- Prepare documents.
 - Attendance Rosters

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- Absence Reports
 - On-the-Job Training (OJT) Acknowledgement Logs
 - Schedule and Coordinate OJT with Field Training Manager (FTM).
 - Schedule
 - Briefings
 - Debriefings
 - Submit Daily Absence Reports to Regional Training Manager.
 - Complete data entry for Phase Two within seven business day of Phase completion.
 - Coordinate make-up training for staff absences.
 - Complete electronic Program File within seven business days of Phase completion (see section 10).
 - Submit Performance Measurement Data for Phase Two within seven business days of Phase completion.
 - Statistical Data
- b. Regional Training Manager Responsibilities
- Monitor attendance, track absences, and communicate absences.
 - Create Make-Up Letters (if applicable).
 - Create Letters of Administrative Return (if applicable).
 - Provide support to Training Coordinator as needed.
 - 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.
3. Phase Three Academy (2 Weeks)– This Training shall be conducted at the Regional Training Location (See Attachments 2)
- a. Training Coordinator Responsibilities
- Verify completion of eLearning.
 - Coordinate make-up training needed for staff absences.
- b. Regional Training Specialist Responsibilities
- Develop Instructor Agenda.
 - Notify Instructors 30 days in advance.

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- Send reminder to instructors 14 days prior to the training event.
 - Complete LMS enrollment for all facilities within the region.
 - Verify all Training Enrollment Forms were received.
 - Verify all Inclement Weather Forms (when applicable) were received.
 - Coordinate with Liaison.
 - Classroom confirmation
 - Classroom set-up
 - Review of Liaison duties
 - Prepare documents needed for this Phase.
 - Monitor attendance, track absences, and communicate absences with Regional Training Manager.
 - Create Absence Reports and Make-up Letters (if applicable)
 - Create Letters of Administrative Return (if applicable)
 - Monitor Phase 3 Staff (instructors and participants)
 - PREA Acknowledgement Forms are completed and sent to Training Coordinators.
 - Submit daily absence reports to Facility Training Coordinator after attendance has been completed.
 - Notify RTM 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
 - Complete data entry for Phase Three within seven business days of Phase completion.
 - Complete electronic Program File within seven business days of Phase completion (see section 10).
 - Submit Performance Measurement Data for Phase Three within seven business days of Phase completion.
 - Grade sheet
 - Validation Summary (if applicable)
 - Statistical Data
- c. Regional Training Manager Responsibilities
- Provide support to Regional Training Specialist as needed.
 - Track absences.
 - Contact Executive Director of Workforce Engagement of all second attempted failed testing immediately.
 - Name of staff member

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- Type of test
 - Confirmation on offering to read 2nd test to staff member
 - First and second test scores
 - Notify Facility Warden 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
 - 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.
4. Phase Four of the New Employee Training Process will vary depending upon the employee or contractor's job classification and population in which the employee/contractor will be working. (See Attachment 2)
- a. Adult NETP Phase Four (OJT)
1. Training Coordinator responsibilities
- Schedule and Coordinate OJT with Field Training Manager (FTM).
 - Schedule
 - Briefings
 - Debriefings
 - Complete OJT Survey after completion of Phase Four
 - Submit Daily Absence Reports to Regional Training Manager after attendance has been completed.
 - Notify Regional Training Manager and Regional Operations Supervisor 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
 - Complete data entry for Phase Four within seven business day of Phase completion.

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- Coordinate make-up training needed for staff absences.
- Complete electronic Program File within seven business days of Phase completion (see section 10).
- Submit Performance Measurement Data for Phase Four within seven business days of Phase completion.
 - Grade Sheet
 - Statistical Data

2. Regional Training Managers Responsibilities

- Provide support to the Facility Training Coordinator as needed.
- Track absences.
- Contact Executive Director of Workforce Engagement 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 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
- 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.
- Ensure all NETP phase requirements have been met.
 - Will provide Facility Training Coordinators with Certificates of Completion for all staff who have met the NETP requirements for their classification within 30-days of completion.
 - Will provide an email to Executive Director of Workforce Engagement and the Warden outlining NETP participants who still have not completed all requirements of the NETP for each group on a

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quarterly basis, this should be completed no later than two weeks after the beginning of the new quarter.

- b. Juvenile NETP Phase Four (MAC)
 1. Training Coordinator Responsibilities
 - Coordinate make-up training needed for staff absences.
 2. Program Lead Responsibilities
 - Complete LMS enrollment for all juvenile facilities.
 - Verify all Training Enrollment Forms were received.
 - Verify all Inclement Weather Forms (when applicable) were received.
 - Develop Instructor Agenda.
 - Notify Instructors 30 days in advance.
 - Send reminder to instructors 14 days prior to the training event.
 - Coordinate with Liaison.
 - Classroom confirmation
 - Classroom set-up
 - Review of Liaison Duties
 - Prepare documents needed for this Phase.
 - Monitor attendance, track absences, and communicate absences with Program Dean.
 - Create Makeup Letters (if applicable).
 - Create Letters of Administrative Return (if applicable).
 - Monitor Phase Four Staff (Instructors).
 - Submit daily absence reports to Facility Training Coordinator after attendance has been completed.
 - Complete data entry for Phase Four within seven business days of Phase completion.
 - Complete electronic Program File within seven business days of Phase completion (see section 10).
 - Submit Performance Measurement Data for Phase Four within seven business days of Phase completion.
 - Grade Sheet
 - Validation Summary (if applicable)
 - Statistical Data

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- 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

3. Program Dean Responsibilities

- Provide support to the Program Lead as needed.
- Track absences.
- Contact Executive Director / Workforce Engagement 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 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
- 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.

c. Parole NETP Phase Four (Firearms Certification)

1. Parole Training Supervisor responsibilities

- Monitor attendance, track absences, and communicate absences with Regional Training Manager.

2. Program Dean Responsibilities

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- Provide support to Parole Training Supervisor and Field Training Manager as needed.
- Track absences.
- Notify Division Deputy Director 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
- 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 Division Deputy Director, District Supervisor, Parole Training Supervisor, Program Dean, and Executive Director of Workforce Engagement.

5. Phase Five of the New Employee Training Process

Phase Five is only applicable to Division of Youth Services and Parole Services Staff. This will vary depending upon the employee or contractor's job classification. (See Attachment 2)

a. Juvenile NETP Phase Five (OJT)

1. Training Coordinator responsibilities

- Schedule and Coordinate OJT with Field Training Manager (FTM).
 - Schedule
 - Briefings
 - Debriefings
 - Complete OJT Survey after completion of Phase 5
- Submit Daily Absence Reports to Regional Training Manager after attendance has been completed.
- Notify Regional Training Manager and Regional Operations Supervisor of all any failed testing immediately.
 - Name of staff member
 - Type of test
 - Confirmation on offering to read 2nd test to staff member

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- First and second test scores
 - Complete data entry for Phase Five within seven business days of Phase completion.
 - Coordinate make-up training needed for staff absences.
 - Complete electronic Program File within seven business days of Phase completion (see section 10).
 - Submit Performance Measurement Data for Phase Five within seven business days of Phase completion.
 - Grade Sheet
 - Statistical Data

- 2. Regional Training Manager
 - Provide support to Training Coordinator as needed.
 - Track absences.
 - Contact 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
 - Notify Facility Warden 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
 - 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.
 - Ensure all NETP Phase requirements have been met.
 - Will provide facility Training Coordinators with Certificate of Completion for all staff who have met the NETP requirements for their classification.
 - Will provide an email to Executive Director of Workforce Engagement and the Warden outlining NETP participants who still have not completed all requirements of the NETP

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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 NETP Phase 5 (Parole Academy)

1. Parole Training Supervisor responsibilities

- Verify all Training Enrollment Forms were received.
- Verify all Inclement Weather Forms (when applicable) were received.
- Coordinate with Liaison.
 - Classroom confirmation
 - Classroom set-up
 - Review of Liaison Duties
- Monitor attendance, track absences, and communicate absences with Program Dean.
- Create Make-up Letters (if applicable).
- Create Letters of Administrative Return (if applicable).
- Monitor Phase Five Staff (Instructors).
- Submit daily absence reports to Parole Training Supervisor after attendance has been completed.
- Submit Performance Measurement Data for Phase Five within seven business days of Phase completion.
 - Grade Sheet
 - Validation Summary (if applicable)
 - Statistical Data
- 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

2. Program Dean Responsibilities

- Provide support to Parole Training Supervisor.
- Track absences.
- Notify District Supervisor, Deputy Director of Parole and Executive Director of Workforce Engagement of all second attempted failed testing immediately.
 - Name of staff member

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- Type of test
- Confirmation on offering to read 2nd test to staff member
- First and second test scores
- 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 Supervisor, Deputy Director of Parole, the District Supervisor, and Executive Director of Workforce Engagement.
- Ensure all NETP Phase requirements have been met.
- Will provide the Parole Training Supervisor with Certificate of Completion for all staff who have meet the NETP requirements for their classification.
- Will provide an email to Executive Director of Workforce Engagement and Deputy Director of Parole outlining NETP participants who still have not completed all requirements of the NETP for each group on a quarterly basis, this should be completed no later than two weeks after the beginning of the new quarter.

C. Program Attendance

All new staff persons who have incarcerated individuals contact shall attend NETP unless they have been separated from Department employment for less than one 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.)

Any exceptions to the attendance requirement must be submitted in writing by the Facility Training Coordinator to the appropriate Regional Training Manager for approval.

If approved for a modified NETP, the Regional Training Manager shall provide in writing, the minimum training requirements.

New staff shall NOT have unsupervised contact with incarcerated individuals prior to successful completion of all phases of the New Employee Training Process.

1. The Regional Training Manager may, at the request of a Facility Head in their Training Region, make a written request to the Executive Director, requesting that any veteran staff be enrolled in NETP. These requests shall indicate the training

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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.
- D. Telehealth Worker New Employee Training Process

The Department may contract with medical providers to provide telehealth services for the incarcerated population. In cases when a new contract employee is hired to work solely as a telehealth worker, the contractor shall be required to complete the following training:

- Introduction to the Indiana Department of Correction
- Vision and Mission Statement
- Organizational Structure
- Information Resource User Agreement
- Trafficking and its Harm
- Prison Rape Elimination Act
- Correctional Policy and Procedure
- Corrections 101 (Professionalism)

This section only applies to telehealth workers who work remotely (off-site) and have no physical contact with the incarcerated population.

- E. Retired Employees Returning to the Workforce on a Part-Time Basis

Retired employees who return to the workforce on a part-time basis shall complete the following training as a component of their modified employee orientation:

- Prison Rape Elimination Act
- Suicide Prevention/Intervention
- Use of Force
- Personal Protection Certification
- Security Skills Certification
- CPR/First Aid Certification
- Grievance Process for Incarcerated Individuals
- Adult Disciplinary Process/Code of Conduct

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- Employees returning to the same classification who have retired from State service and who are returning to work on a part-time basis within the same classification that they previously served will be required to complete 24 hours of On-the-Job training.
- Employees returning to a different classification who have retired from State service and who are returning to work on a part-time basis in a new classification are required to complete a minimum of 40 hours On-the-Job Training relevant to their specific job duties.

Employees returning within one year of separation shall complete Annual In-Service Training and On-the-Job Training requirements outlined above.

F. Correctional Professional Certification and Issuance of Certificates

Staff completing the New Employee Training Process shall be issued a Certificate upon successful completion of all training requirements. Certificates shall include signatures of the Regional Training Manager and the Executive Director. Contractual and Central Office staff completing the New Employee Training Process shall have their Certificate forwarded by the Regional Training Manager to the facility/division upon documented, satisfactory completion of the entire New Employee Training Process.

No Certification shall be issued until the participant has completed all make-up work including eLearning modules. All certificates will be issued within 30 days of program completion.

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: A22_123456).

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

G. Veterans Affairs (VA) Applications

Each Regional Training Manager shall identify a staff member/point of contact that shall be a School Certifying Official (SCO) and responsible for briefing and debriefing the VA application.

1. All staff that are identified as the SCO shall complete an online training developed by the Department of Veteran Affairs within 30 days of their appointment. The certificate created by the online course will be submitted to the Workforce

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Engagement VA Liaison. The Workforce Engagement VA Liaison will forward the certificate to the Department of Veteran Affairs.

2. The SCO shall give an overview of the VA Benefits during Phase Three Week 1 of the New Employee Training to staff members that are eligible to apply for VA benefits.
3. Form 22-1999 side-A shall be completed and faxed for each Veteran before completing Phase 1 of the New Employee Training Process. Form 22-1999 side-b shall be completed once the employee completes the New Employee Training Process or has been terminated from employment. All 22-1999 forms shall be faxed (317-234-8744) to the Department of Veterans Affairs State Approving Agency. The Regional Training Site VA Liaison shall forward the names to the Workforce Engagement VA Liaison prior to forwarding the forms to the Department of Veterans Affairs State Approving Agency for tracking purpose.

Form 22-1999 shall be considered “Restricted” and maintained in a locked cabinet, behind a locked door at all times when not being reviewed or utilized. No person other than the VA liaison shall maintain copies of VA applications.

H. Regional Training Sites

The Commissioner has empowered the Executive Director to designate Department facilities as regional training sites. The Executive Director has designated the following sites based on location, availability of trainers, available space, and equipment.

The facilities listed below are designated as Regional Sites:

1. Central Regional Site: Plainfield Correctional Facility

Regional Site for 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 Regional Site: Correctional Training Institute

Regional Site for 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 Regional Site: Westville Correctional Facility

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

4. North Central Regional Site: Miami Correctional Facility

Regional Site for the following facilities: Miami Correctional Facility, LaPorte Juvenile Correctional Facility, and Logansport Juvenile Correctional Facility.

5. West Regional Site: Putnamville Correctional Facility

Regional Site for the following facilities: Putnamville Correctional Facility, Wabash Valley Correctional Facility, and Rockville Correctional Facility.

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XIX. ON THE JOB TRAINING PROGRAM

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 New Employee, 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 area 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 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 quarterly meetings with Field Training Managers to review current trends, identify potential deficiencies, and address future needs for on-the-job training.
- e. Coordinate and conduct quarterly reviews of the facilities' On-the-Job Training Program.
- f. 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

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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 New Employees Training Process. 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 quarterly Field Training Audits.
- b. Providing training for Field Training Managers.
- c. Reviewing and recommend changes to Performance Tasks Sheets.
- d. Conducting bi-weekly FTM Meetings with all FTMs in assigned region.
- e. Conducting Monthly FTM Meetings with all FTMs.
- f. Conducting the annual Field Training Manager Retreat.
- 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.

Northern Region Operations Supervisor’s assigned Facilities:

- Indiana State Prison
- Westville Correctional Facility
- South Bend Community Re-Entry Center
- Chain O’ Lakes 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

Southern Region Operations Supervisor’s assigned Facilities:

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- 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

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:

- New Employee Training Process (NETP),
- Classification Change (i.e., promotional, demotion, and lateral),
- Transfers (i.e., Facility, Division, or Shift Assignment)

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 periodic reviews of on-the-job training programs and reporting the findings to the Operations Manager. At a minimum, the Regional Training Manager shall conduct two reviews, these reviews shall be conducted in March and September.
- 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 quarterly 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. 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.

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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.
 - 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. Carryout 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.
5. 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 New Employee Training, 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 by the Executive Director or the Operations Manager of Workforce Engagement.

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a. Field Training Manager (FTM) Responsibilities:

- The FTM shall coordinate the OJT program for all: new employees, newly promoted staff, staff demotions, and transfers (including shift changes).
- 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.
- The FTM shall conduct certification courses for Field Training Officers.
- 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.
- The FTM shall review program documentation from the Field Training Officers and provide guidance in matters related to the OJT Program.
- The FTM shall conduct and/or coordinate a daily briefing and debriefing with all staff currently participating in an On-the-job Training Program.
- 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.
- 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 reviews.
- The Field Training Manager shall be responsible for tracking attendance, completing absence reports, and communicating to the Training Coordinator 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.
- The FTM shall complete all required documentation and reports and submit them to the Facility Training Coordinator within designated time periods.

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

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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.

- Minimum of three years of continuous employment with the Indiana Department of Correction.
- Must have received a minimum of Meets Expectations / Successful on most recent Performance Appraisal.
- Must maintain an acceptable performance rating while serving in the capacity of the Field Training Manager.
- Must have above average communication skills (both oral and written).
- Must have above average knowledge of departmental policy.
- Must have above average knowledge of facility/division rules, regulations, and directives.
- 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.
- Ability to work with a diverse workforce.
- Ability to serve as a positive role model and mentor to Field Training Officers, trainees, and peers.
- Ability to multitask and coordinate multiple On-the-Job Training Sessions simultaneously.
- 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.
- Must successfully complete the Instructor Development Program within one year of appointment.

6. 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:

- a. 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.

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- b. Ensuring that the FTM has adequate time to dedicate to performing the required duties of the Field Training Manager including administrative and field functions.

7. 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:

- a. Collaborating with the Training Coordinator and Field Training Manager to develop Performance Check Sheets for the specific classification working under their supervision.
- b. Ensure that each Department has an adequate number of certified Field Training Officers to support the On-the-Job Training Program.
- c. Communicate with the Training Coordinator and Field Training Manager feedback on FTO performance and Trainee’s performance during the OJT program.
- d. Ensure that all training requirements are met related to the OJT for all employees working under their supervision.

8. 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 New Employee Training with the Department. Annual performance appraisals must indicate that these individuals have a thorough knowledge of their job duties and responsibilities.

- a. All FTOs must have the desire and ability to help train employees.
- b. Individuals should possess excellent written and verbal skills.
- c. Individuals must be free of disciplinary action above a written reprimand for at least 12 months.
- d. Individuals should have a working knowledge of the job, as evidenced by having at least “meet expectations” on their performance appraisals.
- e. Possess coaching abilities and the ability to provide constructive feedback to help the trainee improve job performance.
- f. FTOs must successfully complete Presentation Skills Training.

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g. The FTO shall also successfully complete the Workforce Engagement 1-day Field Training Officer Certification. They shall also complete a recertification biennially.

9. Application Process for Field Training Officers

All persons interested in becoming a Field Training Officer must submit an electronic application to Workforce Engagement. Applications will be reviewed by the appropriate Regional Operations Supervisor and verified to meet the qualifications. Upon verification, the Regional Operations Supervisor shall forward the application to the appropriate Facility Head, Regional Training Manager, and Facility Training Coordinator for review. The Training Coordinator and Field Training Manager will then interview the applicant utilizing the Interview Packet provided by Workforce Engagement and forward the interview documentation to the Facility Head and Regional Training Manager with a recommendation to approve or not approve of the applicant being certified as a Field Training Officer. The Facility Head and Regional Training Manager shall review the recommendation and approve or deny the application.

B. New Employee Training Process (NETP) On-the-Job Training

All new employees shall be required to complete on-the-job training as a portion of their New Employee Training Process. At no time shall a trainee be permitted to work in any correctional setting without the direct supervision and guidance of a certified Field Training Officer. All portions of the New Employee Training Process to include On-the-Job Training must be successfully completed prior to being assigned to work a unit or post without the constant and direct supervision of a certified Field Training Officer regardless of the trainee’s classification. Nor shall the trainee be permitted to work overtime other than for the purpose of travel, completing documentation, or additional training functions (i.e., Emergency Team Cadet).

1. Custody Staff:

All Custody staff must complete all Sessions of the OJT Training Program and pass the OJT Final Evaluation before working in an unsupervised post. Any absence or assignment other than the designated On-the-Job Training shall not count toward the completion hours for the New Employee Training Process, On-the-Job Training.

The Post Assignment training forms shall indicate that greater than 90% of the OJT time was spent working in a housing unit. Each new Custody staff member will be assigned to a Field Training Officer for the duration of their on-the-job training.

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The assigned Field Training Officer shall serve as the new employee’s primary point of contact. At no time may a Field Training Officer be assigned to more than three trainees.

a. Adult Facilities:

Custody staff members assigned to work at an Adult Correctional Facility shall complete Phases Two and Four of the New Employee Training Process consisting of 160 hours on-the-job training.

Phase Two On-the-Job Training must be completed on a Dayshift and a Monday thru Friday work schedule, 7.5 hour days.

Phase Four should be completed on the shift the employee will be assigned and on a regular shift based on the facility schedule.

When hiring trends require an employee to be hired out of sequence, the Training Coordinator may request in writing that the employee be permitted to attend the New Employee Training Process out of sequence. At a minimum, new employees must complete Phase One of the NETP prior to participating in any on-the-job training.

At the conclusion of the on-the-job training, the new custody staff member shall complete an On-the-Job Evaluation consisting of a skills practicum and knowledge evaluation. The OJT Evaluation must be completed by the assigned Field Training Officer and submitted to the Field Training Manager for review and approval prior to the employee being released from trainee status. If the employee fails to meet a satisfactory review, the Field Training Manager shall recommend to the Facility Training Coordinator, Operations Supervisor, and Regional Training Manager that the employee be retained in training status for remedial training.

b. Division of Youth Services Facilities:

Custody staff members assigned to work at a Division of Youth Services Correctional Facility shall complete Phases Two and Five of the New Employee Training Process consisting of 144 hours on-the-job training.

Phase Two On-the-Job Training must be completed on a Dayshift and a Monday thru Friday work schedule, 7.5 hour days.

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Phase Five should be completed on the shift the employee will be assigned and on a regular shift based on the facility schedule.

When hiring trends require an employee to be hired out of sequence, the Training Coordinator may request in writing that the employee be permitted to attend the New Employee Training Process out of sequence. At a minimum, new employees must complete Phase One of the NETP prior to participating in any on-the-job training.

At the conclusion of the on-the-job training, the new Custody staff member shall complete an On-the-Job Evaluation consisting of a skills practicum and knowledge evaluation. The OJT Evaluation must be completed by the assigned Field Training Officer and submitted to the Field Training Manager for review and approval prior to the employee being released from trainee status. If the employee fails to meet a satisfactory review, the Field Training Manager shall recommend to the Facility Training Coordinator, Operations Supervisor, and Regional Training Manager that the employee be retained in training status for remedial training.

2. Non-Custody Staff:

All Non-custody staff must complete all phases of the OJT Training Program consisting of a minimum of 80 hours and pass the OJT Final Test consisting of written and skill-based tests before working in an unsupervised post. Any absences or assignments other than the designated On-the-Job Training shall not count toward the completion hours for the New Employee Training Process, On-the-Job Training.

Trainees must achieve a score of 70% or greater on the written test. All tests shall be administered following the guidelines established in this Administrative Procedure.

3. Contract Employees:

All contract staff must complete all phases of the OJT Training Program totaling 80 hours before working unsupervised. This is a combination of IDOC Required On-the-Job Training and employer designated job specific training.

All contract employees must complete 40 of facility specific On-the-Job Training. This portion of the OJT program shall consist of tool control, key control, accountability of incarcerated individuals, population specific disciplinary

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procedures, emergency procedures, count procedures, facility entrance and exit procedures, emergency count procedures, and grievance procedures.

Each contractor (employer) shall be required to develop job specific On-the-Job Training. The OJT Training shall consist of a minimum of 40 hours OJT Training relevant to the employee’s job duties.

Trainees must achieve a score of 70% or greater on the written test. All tests shall be administered following the guidelines established in this Administrative Procedure.

C. Requirements for Shift Changes and Transfers On-the-Job Training

Any staff member who transfers to another shift or facility shall be required to complete On-the-Job Training. Completion of the appropriate OJT Performance Checklists shall document the training and it shall be recorded in the Department’s Learning Management System (LMS) and Employee’s Training Packet.

1. Intra-facility Shift Change On-the-Job Training

For cases of an intra-facility shift change, On-the-Job Training is required if the staff person has not worked the shift for a period of one (1) year. Shift change OJT training shall consist of at least 12 hours of classification appropriate OJT and documented by use of the Performance Checklists. OJT for shift changes shall take place during the staff member's first full day working the new shift.

2. Transfer On-the-Job Training

In cases of lateral transfer from one facility/division to another, OJT shall consist of at least 24 hours of classification appropriate OJT and documented by use of the Performance Checklists. The OJT shall be in addition to any required orientation training and shall be completed prior to any post or duty assignment.

D. Requirements For Employees Returning to The Workforce After a Leave of Greater Than 180 Calendar Days:

1. Employees Returning to The Same Classification:

Employees returning to the workforce following an absence of greater than 180-days shall be required to complete 40 hours of On-the-Job Training for the classification they are returning to.

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2. Employees Returning to a New Classification:

Employees returning to the workforce following an absence of greater than 180-days shall be required to complete all On-the-Job Training requirements for a Classification Change noted in “E” below.

E. Requirements for Classification Change On-the-Job Training

Staff members who are promoted, voluntarily demote, involuntarily demoted, or laterally change classifications shall complete 40 hours of classification appropriate on-the-job training for the new classification. Completion of the appropriate OJT Performance Checklists shall document the training and it shall be recorded in the Department’s Learning Management System (LMS) and Employee’s Training Packet.

Non-Custody staff transitioning into a Custody classification shall complete 80 hours of OJT specific to their Custody role/classification.

All staff members must successfully complete the required OJT program before working unsupervised in their new classifications.

F. Retired Employees Returning to the Workforce on a Part-Time Basis-

Retired employees who return to the workforce on a part-time basis shall complete the following on-the-job training as a component of their modified employee orientation.

1. Employees returning to the same classification:

Employees who have retired from State service and have been separated for greater than 180 days but are returning to work on a part-time basis within the same classification that they previously served will be required to complete a minimum of 24 hours on-the-job training relevant to their specific job duties. At a minimum, the on-the-job training must cover tool control, key control, accountability of incarcerated individuals, emergency procedures, count procedures, and facility entrance and exit procedures.

2. Employees returning to a different classification:

Employees who have retired from state service and who are returning to work on a part-time basis in a new classification are required to complete a minimum of 40 hours on-the-job training relevant to their specific job duties. At a minimum, the on-the-job training must cover tool control, key control, accountability of

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incarcerated individuals, emergency procedures, count procedures, and facility entrance and exit procedures.

G. DELTA System Training Requirements:

Employees requiring access to the DELTA System shall be required to complete all on-the-job training requirements specific to their classification prior to being granted access to the system. In cases where the employee requires access outside of their classification, they shall be required to complete all components of the on-the-job training for the specific modules they require access to prior to access being granted.

It shall be the Training Coordinator’s responsibility to verify and provide proof of completion of training for any credentialing requests.

H. OJT Program Reviews

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

The review will evaluate the facility’s / division’s compliance with this Administrative Procedure. Each facility will be rated as “Compliant” or “Non-Compliant”. A rating of non-compliant will require the Training Coordinator, Field Training Manager, and Field Training Manager’s supervisor to develop a plan of corrective action and establish a timeframe for the facility to become compliant with this Administrative Procedure.

Additionally, Workforce Engagement shall provide a Survey Link for all NETP 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.

I. 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) to include expiration of certifications.

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2. Copies of Field Training Manager (FTM) and Field Training Officer (FTO) Certificates.
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.
5. All relevant OJT procedures/ directives.
6. New Employee Training Process schedules.
7. OJT Quarterly Committee meetings.

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XX. ANNUAL IN-SERVICE TRAINING:

Workforce Engagement shall structure an Annual In-Service Training for all staff for each year subsequent to the first year of employment.

All staff that have routine contact with the incarcerated population shall complete a minimum of 40 hours of In-Service 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 In-Service 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 (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 In-Service Training. All staff (clerical/support) with controlled, minimal incarcerated individual contact shall be required to complete a minimum of 16 hours of In-Service Training. Executive staff members (Deputy Wardens and Above) who exceed 40 hours of training, relevant to their position, may not be required to attend the Department's In-Service 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 In-Service syllabus. Conferences, Warden and Deputy Warden Symposiums, 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.

It shall be the responsibility of all Department Heads to schedule their staff for Annual In-Service Training, based upon hire date or prior to their last In-Service Training. Facility Training Coordinators shall submit an Annual In-Service 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

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Heads and Facility Heads that a date has been scheduled for the staff member. 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.

- A. Central Office staff shall be required at a minimum to complete 16 hours In-Service eLearning within the fiscal year.
- B. Staff may be required to attend remedial New Employee Training, In-Service Certification, and OJT programs for documented instances of marginal or less than acceptable work performance due to lack of knowledge and skill.

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XXI. TRAINING REQUIREMENTS FOR CORRECTIONAL POLICE OFFICERS:

Staff selected and approved to become Correctional Police Officers shall complete a 40 hour preservice self-study program provided by Indiana Law Enforcement Academy (ILEA). At the completion of the preservice program, they will have one year to complete a Tier II Law Enforcement Program at ILEA. This process may be waived for individuals who have previously completed a Tier II Academy or higher through ILEA or an ILEA approved training academy and are currently certified to be a police officer through the training board.

Correctional Police Officers shall be required to complete all annual training requirements, pursuant to Indiana Code, Title 5, Article 2, Chapter 1, and Section 9 (IC 5-2-1-9). The Executive Director of Workforce Engagement shall work with the Department’s Chief of Police to establish a set of mandatory In-Service Training Courses. Any required training for Correctional Police Officers pursuant to Indiana Code shall not substitute other statutory or regulatory requirements and shall be in addition to the employee’s Core In-Service requirements.

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XXII. VENDORS:

The level of each vendor shall be established by the Physical Plant Director, with approval of Facility Head or designee. In order to provide appropriate supervision to vendors, the following supervision requirements are provided:

- Level One Vendors: Department staff must escort the vendors and be present at all times.
- Level Two Vendors: Department staff must escort the vendors and be in the immediate area of service.
- Level One and Level Two Vendors may be gate released or enter the facility on a regular schedule as approved by the Facility Head or designee.

Vendors shall meet the following training requirements for their classification level:

- A. Level One Vendor: This vendor shall receive orientation to the facility, background check, and issued a photo ID, if required (Attachment 2).

The Physical Plant Director shall be responsible for conducting Level One orientation to the facility, ensuring background checks and photo IDs are completed, if required.

- B. Level Two Vendor: This vendor shall receive orientation to the facility, background check, and issued a photo ID, if required (Attachment 2).

Workforce Engagement certified instructors shall be responsible for the orientation and training of Level Two vendors.

- C. Workforce Engagement shall be responsible for maintaining vendors eLearning training modules on the Workforce Engagement website and tracking vendors' training requirements via an electronic database.

- D. Workforce Engagement shall be responsible for maintaining Level Two vendors' training documentation in program files at the facility level.

All staff (State Employees, Contractual Staff, and Volunteers) that have routine contact with the incarcerated population shall adhere to the PREA standards which requires them to complete the PREA training.

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XXIII. INTER-AGENCY SUPERVISION OF OUT CUSTODY WORK CREWS:

Anyone supervising a work crew must complete 40 hours of designated new employee training (Attachment 2-G) prior to supervising incarcerated individuals with an additional 40 hours on an annual basis (Attachment 3-C). Facility Training Coordinators must maintain a current list of Inter-Agency staff that has completed the training requirements. The list shall be provided to the Custody Supervisor for distribution to the appropriate facility staff member. Incarcerated individuals shall not be released to an inter-agency staff member until training verification has been confirmed.

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. Contact shall be made with the other agency in order for their employees to complete and submit the Release and Waiver of Liability, 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 training may be scheduled.

All staff (State Employees, Contractual Staff, and Volunteers) that have routine contact with the incarcerated population shall adhere to the PREA standards which requires them to complete the PREA training.

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XXIV. VOLUNTEER TRAINING:

Volunteers assist the Department in providing a variety of services to incarcerated individuals and must receive training for initial Orientation and In-Service. There are two levels of volunteers as defined in Policy and Administrative Procedure 01-03-103 “Community Engagement”.

The level of each volunteer shall be established by the Community Engagement Coordinator (CEC) with approval of the Facility Head or designee.

Supervision requirements have been established to provide appropriate supervision for the levels of volunteers as defined in Policy and Administrative Procedure 01-03-103 “Community Engagement.”

All staff (State Employees, Contractual Staff, and Volunteers) that have routine contact with the incarcerated population shall adhere to the PREA standards which requires them to complete the PREA training.

A. Volunteer Initial Orientation Training

All Volunteers should be assigned to a facility where their training will be conducted, and documentation maintained electronically. Once the initial training is completed, the Volunteer shall be allowed to visit other facilities to complete that facility’s orientation program. Community Engagement Coordinators shall contact the Volunteer’s assigned facility to retrieve training documentation necessary for the facility’s records.

1. Blue Badge Volunteer

Working with the Community Engagement Coordinator, this volunteer shall receive orientation to the facility, TB test, and background check.

This volunteer shall review the Volunteer Training Modules (for specific location of modules contact the Community Engagement Coordinator) (See Attachment 2-L).

This volunteer will also complete a Volunteer Orientation Training with the facility’s Community Engagement Coordinator (or designee), which will include:

- Facility mission, vision, and history
- Facility rules and procedures
- Volunteer responsibilities
- Requirements for volunteering; and
- Facility tour, if possible.

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This volunteer must successfully complete Use of Force, Communication/Mental Preparation and Personal Protection training with a minimum score of 80%.

This volunteer shall receive the Department’s Prison Rape Elimination Act (PREA) pamphlet and sign an Acknowledgement Form of the Department’s zero tolerance stance on sexual abuse (State Forms Attachments). They must complete the following forms (per Community Engagement Policy 01-03-103):

- a. State Form 9238, “Volunteer Application”
- b. State Form 46587, “Documentation of Volunteer Training”
- c. State Form 41465, “Statement of Trafficking Laws and Authorization for Search”
- d. Applicable forms as described in Policy and Administrative Procedure 02-01-115, “Sexual Assault Prevention.”
- e. State Form 45871, “TB Screening for Employees with a Previously Positive Skin Test” or State Form 45900 “TB Screening for Employee with a Previously Negative Skin Test” (per facility requirement).
- f. State Form 51884, “Emergency Preparedness Personal Information” (per facility requirement)
- g. State Form 42996, “Agreement by Volunteers”
- h. State Form 46585, “Registered Volunteer Agreement”

2. Green Badge Volunteer

This volunteer shall review the Volunteer Training Modules (for specific location of modules contact the Community Engagement Coordinator) (See Attachment 2-L).

This volunteer shall complete a Volunteer Orientation Training with the facility’s Community Engagement Coordinator (or designee), which will include:

- Facility mission, vision, and history;
- Facility rules and procedures;
- Volunteer responsibilities;
- Requirements for volunteering; and
- Facility tour, if possible.

This volunteer shall also receive a TB test, and background/warrants check.

This volunteer shall receive the Department’s Prison Rape Elimination Act (PREA) pamphlet and sign an Acknowledgement Form of the Department’s zero tolerance

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stance on sexual abuse (State Forms Attachments). They must also complete the following forms:

- a. State Form 9238, “Volunteer Application”
- b. State Form 46587, “Documentation of Volunteer Training”
- c. State Form 41465, “Statement of Trafficking Laws and Authorization for Search”
- d. Applicable forms as described in Policy and Administrative Procedure 02-01-115, “Sexual Assault Prevention.”
- e. State Form 45871, “TB Screening for Employees with a Previously Positive Skin Test” or State Form 45900 “TB Screening for Employee with a Previously Negative Skin Test” (per facility requirement).
- f. State Form 51884, “Emergency Preparedness Personal Information” (per facility requirement)
- g. State Form 42996, “Agreement by Volunteers”
- h. State Form 46585, “Registered Volunteer Agreement”

B. Volunteer Annual In-Service Training

1. Blue Badge Volunteer

This volunteer shall review the Volunteer Training Modules (for specific location of modules contact the Community Engagement Coordinator) (Attachment 3-G).

These volunteers are required to complete skill-based training annually administered by certified instructors. The Facility Training Coordinator shall be responsible for the administration and documentation of the skill-based training.

This volunteer must successfully complete Use of Force, Communication/Mental Preparation and Personal Protection training with a minimum score of 80% (Attachment 3-G).

This volunteer shall receive the Department’s PREA pamphlet and sign an Acknowledgement Form of the Department’s zero tolerance stance on sexual abuse (Attachment 5-B).

2. Green Badge Volunteer

This volunteer shall review the Volunteer Training Modules (for specific location of modules contact the Community Engagement Coordinator) (Attachment 3-G).

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This volunteer shall receive the Department’s PREA pamphlet and sign an Acknowledgement Form of the Department’s zero tolerance stance on sexual abuse (Attachment 5-B). All information and training will be provided by the facility’s Community Engagement Coordinator or designee.

C. Volunteer Training Documentation and Testing

The Facility Training Coordinator shall maintain master files of training of volunteers. Community Engagement Coordinators may wish to keep copies of documentation of volunteer training.

The Facility Training Coordinator and Community Engagement Coordinators shall collaborate to schedule training of Blue Badge volunteers, and documentation of volunteer training. All tests administered shall be conducted by certified training staff.

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XXV. JOB SHADOWING:

Job Shadowing creates opportunities for both potential employees and for tenured staff members to explore future career paths. This program is designed to ensure equality by giving every employee equal opportunity to complete a job shadowing program.

Facility Heads, District Supervisors, and Division Directors shall work with supervisory staff and employees to ensure that every employee who wishes to participate in a job shadowing program; when the employee meets the minimum requirements shall be provided the resources to participate in accordance with this administrative procedure.

There are two distinct phases of the Job Shadow Process. Phase One is specifically designed for potential / perspective employees. In this phase of the job shadowing process applicants who have completed an interview and are tentatively being recommended for employment shall be given the opportunity to job shadow to learn more about the facility and organization prior to accepting any job offer. Phase One is the facility hiring manager’s responsibility. Phase Two is then specifically designed for tenured employees to have equitable access to learn about and be exposed to career opportunities throughout the Department.

A. Phase Two Job Shadow Process

Phase Two of the Job Shadowing Process provides current employees who meet the requirements of the position / classification with an opportunity to expand their professional development and prepare them for promotional opportunities within the Department.

Facility Heads, District Supervisors, and Division Directors shall promote the Phase Two Job Shadowing Program as a component of succession planning to give equal opportunities to perspective candidates.

Facility Heads, District Supervisors, and Division Directors are encouraged to consider the diversity of candidates and consider individuals from protected categories during the review and selection process. This inclusive approach will promote not only a stronger, more diverse participant group but also strengthen future leadership as these individuals move forward in their careers.

Phase 2 Job Shadow shall be 7.5 hours. Participants will receive training credit equal to the hours of the Job Shadow. The training credit will only be awarded once the evaluations and Job Shadowing Evaluations have been completed.

To apply for additional Job Shadowing Opportunities, the employee must complete all requirements from the previous Job Shadow. Applicants can only job shadow once in a 12-

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month period and may be required to work an adjusted schedule in order to accommodate the job shadowing.

The Correctional Retention Specialist (CRS) shall coordinate with the Field Training Manager to facilitate each job shadow for Phase Two.

1. Program Requirements

To participate in Phase Two the Job Shadow Process, current employees shall meet the following requirements:

- a. Discipline-free for one year.
- b. Have a minimum of six months in their current classification.
- c. Meet all minimum requirements of the position which they wish to job shadow.
- d. Receive authorization through the approval and application process.
- e. Complete the Phase 2 Job Shadowing Application (Attachment 5-F).

2. Phase Two Job Shadow Guidelines and Procedure:

- a. An employee interested in participating in the Phase 2 Job Shadow Process shall request a Phase Two Job Shadow application from their Facility's Correctional Retention Specialist.
- b. The application shall be completed and returned to the Correctional Retention Specialist.
- c. The Correctional Retention Specialist will work with the Facility Head, District Supervisor, or Division Director to review and process the application.
- d. Upon review of an application the Facility Head shall review the application and determine:
 - Does the applicant meet the program requirements?
 - Does the applicant meet the minimum requirements for the position / classification?
 - Does the applicant have a minimum of six months in their current classification?
 - Is the applicant one year free of disciplinary action?

If the above questions can be answered affirmatively and the applicant has not previously completed a Phase Two Job Shadow in the past 12 months; the application shall be approved. The Facility Head maintains the discretion to waive the one job shadow per every 12 period restriction and allow an employee to participate in additional job shadows. If the

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application is denied for any reason, it shall be the responsibility of the Facility Head to notify the applicant in writing as to why the application was denied with a copy of the decision provided to the Facility Correctional Retention Specialist and Diversity, Inclusion, and Belonging Coordinator.

- e. During Phase Two of the Job Shadowing Process, the employees shall receive their normal compensation and shall have specific guidelines to follow during this experience.
 - f. It should be noted that if applicants are required to travel due to specific job classifications or due to requesting a specific facility, they will be responsible for their own traveling expenses. In addition, a state vehicle will not be authorized for travel to a job shadow at a different location.
 - g. Overtime is not authorized for Phase Two Job Shadowing and all compensable hours above the employees' regular hours must be schedule adjusted prior to the end of the pay period.
3. Tracking and Reporting Program Participation

a. Correctional Retention Specialist

The Correctional Retention Specialist shall be responsible for coordinating the Phase 2 Job Shadowing Program. The Correctional Retention Specialist shall work with the Facility Training Coordinator to ensure that all appropriate training credit is awarded, and that documentation is preserved in the employee's training packet and Program File.

b. Facility Training Coordinator

The Facility Training Coordinator shall be responsible for recording the successful completion of the Phase 2 Job Shadowing, The Training Coordinator shall enter and record the event in the department's learning management system and place the completed application and evaluation(s) in the employees training packet.

c. Facility Diversity, Inclusion, and Belonging (DIB) Representatives

Facility Diversity, Inclusion, and Belonging (DIB) Representatives shall utilize Phase 2 of the Job Shadowing program to promote and market various positions to the facility / division's diverse workforce. Additionally, the DIB Representative shall work with the Correctional Retention Specialist to collect the following data and submit a monthly report to the Directors of Diversity and Development. The data shall include:

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- Overall demographics of submitted applications.
- Demographics for staff members approved for Job Shadowing.
- Tally of positions / classification.
- Demographics for staff members not approved for Job Shadowing.

A. Training

Workforce Engagement shall develop and implement training curriculum during the New Employee Training Process Programs to promote career development opportunities within the Indiana Department of Correction. This curriculum shall include information regarding the Job Shadowing Program.

B. Marketing

The Department is committed to promoting inclusion and equity through professional development. Supervisory staff of all levels have an obligation to ensure that employees of the department are provided with the tools, resources, and opportunity to explore professional development through training such as the Job Shadowing Program.

1. Diversity, Inclusion, and Belonging (DIB) Representatives shall promote the Job Shadowing program while interacting with staff members. DIB Representatives shall:
 - Provide interested parties with information about the Job Shadowing Program.
 - Coordinate with the Facility Correctional Retention Specialist when vacancies occur to ensure Job shadowing information is included in position specific marketing / recruiting.
 - Promote the benefits of participating in the Job Shadowing Program to persons of protected classes.
2. Correctional Retention Specialists shall promote the Job Shadowing program while interacting with staff members. Correctional Retention Specialist shall:
 - Provide interested parties with information about the Job Shadowing Program.
 - Coordinate with Facility, District, or Division personnel when vacancies occur to ensure Job Shadowing information is included in position specific marketing / recruiting directed at internal candidates.
3. District Supervisors, Department Heads, and Division Directors shall promote the Job Shadowing Program to individuals interested in promotional opportunities

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within their workgroups. District Supervisors, Department Heads, and Division Directors shall:

- Provide interested parties with information about the Job Shadowing Program.
- Coordinate and collaborate with the DIB Representative and Correctional Retention Specialist to increase awareness of the Job Shadowing Program on a regular basis.
- Coordinate and collaborate with the DIB Representative and Correctional Retention Specialist to communicate professional development opportunities.

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XXVI. PROFESSIONAL DEVELOPMENT PROGRAMS:

The Department continues to provide intensive training in the areas of supervision, management, and leadership. This training shall provide correctional staff with the knowledge and skills needed to perform at various professional levels. Workforce Engagement encourages leadership to take into account the diversity of candidates and consider individuals from protected categories during their selection process. This inclusive approach will promote not only a stronger, more diverse participant group for our programs but also for our future leaders as these individuals move forward in their careers.

The information below provides specific program requirements and guidance regarding the following Training Programs:

- DOC Supervisory Program
- Principles of Custody Supervision
- Peer Leadership
- The Leadership Academy
- Learning Encouraging Applying Progressing (LEAP) Unit
- The Use of Separation in DYS Facilities
- Influential Correctional Leadership
- Executive Leadership Program
- The Commissioner’s Experienced and Emerging Leaders program
- Restrictive Status Housing Unit (RSHU)
- Certified Treatment Specialist (CTS)
- Special Needs Acclimation Program (SNAP)
- Order in the Court
- Knowledge Base Instructor Certifications

A. DOC Supervisory Program

The DOC Supervisory Training Program shall be a mandatory training program for all supervisory classifications (Attachment 1-I).

Anyone promoted, demoted, or hired into one of the designated supervisory classifications who has not previously completed the DOC Supervisory Program shall be required to complete the program within the first 18 months of the classification change.

It shall be the responsibility of the staff person and their supervisor to ensure compliance with the mandate. The staff person’s supervisor shall coordinate the enrollment into the program with the Facility Training Department.

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A staff person’s failure to meet this requirement shall require a meeting with their supervisor and a member of the Human Resources team.

To ensure that adequate space is available to accommodate supervisory staff, the DOC Supervisory Program shall only be available to DOC personnel employed in a supervisory classification.

Persons who are in one of the identified classifications, who do not directly supervise (have direct reports), may be exempted from this requirement. The request must be in writing from the employee’s supervisor to the Training Coordinator. However, should the employee assume the responsibility of supervising employees, the employee would then be required to meet all requirements in this section.

B. Principles of Custody Supervision

This program is only applicable to staff persons within the Custody ranks and shall be mandatory for all newly promoted Sergeants, Lieutenants, Captains, and Majors. Those who have previously completed the Correctional Management – Custody Supervisory and Basic Supervisory Skills for Custody Staff programs will not be required to complete this course.

The Principles of Custody Supervision program focuses on competencies related to scheduling, personnel management, safety, security, planning, organizing, and responding to emergencies.

Custody personnel promoted after July 1, 2017, who have not previously completed this program, shall be required to complete the program within the first eighteen (18) months of their promotion.

It shall be the responsibility of the staff person and their supervisor to ensure compliance with the requirement. The staff person’s supervisor shall coordinate the enrollment into the program with the Facility Training Department.

A staff person’s failure to meet this requirement shall require a meeting with their supervisor and a member of the Human Resource team.

To ensure that adequate space is available to accommodate supervisory staff, the Principles of Custody Supervision program shall only be available to Department personnel employed in a supervisory classification.

C. Influential Correctional Leadership

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This one-day supervisory training program is mandatory for all staff in a supervisory classification as part of their annual in-service training. The agenda topics included in this program will be updated annually based on feedback received from the Agency’s Annual Needs Assessment and Culture Surveys.

D. Peer Leadership

Participation in the Peer Leadership program shall be through nomination by the Facility Head or Division Director and meet the following minimum criteria:

1. Must have been employed with the Department for a minimum of one (1) year;
2. Must be one (1) year free of any disciplinary actions;
3. Must have received a minimum of “Meets Expectations” as an overall rating on the most recent Annual Performance Appraisals; and
4. Must be able to commit fully in the program, including work assignments outside of the classroom.

Failure to maintain any of these requirements while participating in the Peer Leadership program may result in dismissal from the program.

E. The Leadership Academy

Participation in the Leadership Academy shall be by application and selection. The Executive Director or designee shall convene a “Selection Board” to review and select applicants for this program.

In order to participate in the Leadership Academy, applicants must have the written approval/endorsement of their immediate supervisor and Warden, District Supervisor, or Division Director; and meet the following criteria:

1. Must have been employed with the Department for a minimum of two (2) years. Board may choose to allow for an exemption to this requirement with the explicit, written consent of the applicant’s Warden, District Supervisor, or Division Director;
2. Must be two (2) years free of any disciplinary actions;
3. Must have received a minimum of “Meets Expectations” as an overall rating on the two (2) previous Annual Performance Appraisals;

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4. Must be able to commit to fully in the program, including work assignments outside of the classroom; and,
5. Must currently be in a supervisory classification.

Failure to maintain any of these requirements while participating in the Leadership Academy may result in dismissal from the program.

F. Commissioner’s Experienced and Emerging Leaders (EEL)

Participation in the Commissioner’s Experienced and Emerging Leaders program shall continue to be by nomination and selection. The Commissioner’s Experienced and Emerging Leaders program shall focus on succession planning and preparing individuals to take on greater organizational roles.

In order to participate in the Commissioner’s Experienced and Emerging Leaders program, applicants must have the written approval/endorsement of their Warden, District Supervisor, or Division Director and meet the following criteria:

1. Must have a minimum of five (5) years² experience in their field. The selection board may choose to allow for an exemption to this requirement with the explicit endorsement of the applicant’s Warden, District Supervisor, or Division Director;
2. Must be two (2) years free of any disciplinary actions;
3. Must have received a minimum of “Meets Expectations” as an overall rating on the two (2) previous Annual Performance Appraisals;
4. Be nominated by an EEL Graduate, Warden, Division Director, or a Member of the Department’s Executive Staff; and,
5. Obtain the written approval/endorsement of their Warden, District Supervisor, or Division Director.
6. Must be in a supervisory, managerial, or executive leadership role.

Participants shall be required to complete specific projects and prepare reports / presentations to be presented to the Department’s Executive Staff.

Failure to maintain any of these requirements while participating in the Commissioner’s Experienced and Emerging Leaders program may result in dismissal from the program.

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G. Executive Leadership Program

The Executive Leadership Program shall focus on preparing individuals for organizational leadership roles by learning practical leadership and management skills to lead high-level workgroups (facilities, divisions, etc.).

Participation in the Executive Leadership Program shall be made by nomination, application, and/or selection. Executives, Executive Leadership, and the Commissioner shall convene to a “Selection Board” to review and select applicants for this program.

In order to participate in the Executive Leadership Program, applicants must meet the following criteria:

1. Must have a minimum of five (5) years’ experience in their field. The selection board may choose to allow for an exemption to this requirement with the explicit endorsement of the applicant’s Warden, District Supervisor, or Division Director;
2. Must be two years free of any disciplinary actions;
3. Be nominated by a Warden, Division Director, a member of the Department’s Executive Staff, or by a field staff member through the Nomination Survey.
4. Should exhibit the potential and desire to become a leader within their organization.

Participants will be required to complete a month-long mentoring program with agency leaders following the 4-day program and complete an Informational Career Form.

H. Restrictive Status Housing Unit (RSHU) Training

The Restrictive Status Housing Unit Certification Program shall be conducted in a blended format consisting of a combination of instructor lead training, On-the-Job training, and eLearning modules. The eLearning Modules shall be completed prior to any participant attending the traditional classroom portion.

The classroom portion of the program shall consist of 10.5 hours of training instruction at the Facility.

The On-the-Job Training (OJT) portion will consist of 12 hours of facility specific operations and shall consist of the following topics:

- Intake of Disciplinary Status Incarcerated Individuals

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- Permitted Property/ Inventory
- Intake of Administrative Status Incarcerated Individuals
- Intake of Protective Custody Status Incarcerated Individuals
- Separatee Protection Orders
- Facility Transfers
- Shower Process
- Recreation Process
- Telephone Calls
- Restrictive Status Housing Report (SF 39588)
- Record of Offender (SF 21255)
- Logbook Documentation
- Cuff Port Guard Guidelines
- Proper Escort
- Removing and Placing the Incarcerated Individual in the Cell
- Policy/Administrative Procedure review of Conditions for Disciplinary Housing
- Policy/Administrative Procedure review of Conditions for Administrative Housing

Each facility shall be responsible for developing facility specific Performance Task sheets and Performance Objectives for the topics listed above.

All three (3) training components (Instructor Led, eLearning, and On-the-Job) shall be completed prior to certification being awarded. Upon completion of the program, participants shall be awarded 27 hours of training credit.

Employees shall not be assigned to or work in a restrictive status housing unit for more than 30 days in any 12-month period without successfully completing the Restrictive Status Housing Unit Certification Program. It is the responsibility of the Facility Head or Designee to ensure that an adequate number of qualified employees are certified to account for staff relief (e.g. sick, vacation, vacancies).

I. The Use of Separation in DYS Facilities

The Use of Separation in DYS Facilities Program is designed to provide the Division of Youth Services' staff with the knowledge and skills essential to working with youth who are placed into separation.

No employee may be assigned to, or work in, a separation unit for more than 30 days in any 12-month period without successfully completing The Use of Separation in DYS Facilities training. Therefore, it shall be the responsibility of the Facility Head or Designee to ensure that an adequate number of qualified employees are certified to account for staff relief (i.e., sick, vacation, vacancies).

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J. Certified Treatment Specialist Training

The Certified Treatment Specialist training program is designed to provide staff with the necessary knowledge and skills required when working in such a specialized unit. Successful completion of this program will be required of all current and future employees assigned to any of the Department’s designated mental health units.

No employee may be assigned to, or work in, the specialized mental health unit for a period of more than 30 days in a calendar year without successfully completing the “Certified Treatment Specialist” training program. Therefore, it shall be the responsibility of the Facility Head or Designee to ensure that an adequate number of qualified employees are certified to account for staff relief (i.e., sick, vacation, vacancies).

The Certified Treatment Specialist training program shall in no way certify the employee to provide treatment beyond the employee’s scope of employment and specific duties. The Certified Treatment Specialist certification shall only be used to signify that the employee is competent and capable of working in the specialized mental health unit and has successfully completed all required training.

The following employees shall be required to complete the Certified Treatment Specialist training program if they are assigned to the unit or working with the unit incarcerated individuals on a regular basis:

- Correctional Officers;
- Correctional Sergeants;
- Correctional Lieutenants;
- Correctional Caseworkers;
- Correctional Casework Managers;
- Unit Team Managers;
- Chaplains;
- Recreation Coordinators;
- Nursing Staff; and,
- Mental Health Professionals

While not required, it is highly recommended that employees performing managerial duties (e.g., Shift Supervisors, Assistant Shift Supervisors, Grievance Specialists, Screening Officers, Disciplinary Hearing Board Chairs, etc.) over the mental health units also attend the training in order to develop a better understanding of the operation and working environment of the specialized mental health unit.

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The Certified Treatment Specialist training program shall consist of initial certification, on-the-job training, and annual In-Service components that are in addition to all statutory- or regulatory-mandated training programs.

1. Initial Certification

The Initial Certification is a two-part process. Part One of the process requires that employees complete mandatory eLearning modules and Part Two of the training is the two day traditional classroom at the facility.

In order to complete the initial certification, participants must complete both the traditional classroom and eLearning modules.

2. On-The-Job Training

Once the employee has successfully completed the initial certification, they shall be required to complete an on-the-job training program. Each facility operating a departmentally designated mental health unit shall be required to develop facility-specific on-the-job training task sheets in accordance with established OJT practices.

3. Annual In-Service and Continuing Education requirements

All Certified Treatment Specialists are required to complete an additional 7.5 hours of Annual In-service classroom training and 2.0 hours of eLearning modules that are specifically related to the operation of the specialized mental health unit. The In-Service class must be led by a CTS Instructor.

Failure to complete any of the training requirements shall result in the employee no longer being certified as a Treatment Specialist and unable to work in the Mental Health Unit.

K. Learning Encouraging Applying Progressing (LEAP) Unit

The LEAP Unit training program is designed to provide Division of Youth Services staff with the necessary knowledge and skills required when working in this specialized unit. Successful completion of this program will be required of all current and future employees assigned to the LEAP Unit.

No employee may be assigned to, or work in, the LEAP unit for a period of more than 30 days in a 12-month period without successfully completing the LEAP Unit training program. Therefore, it shall be the responsibility of the Facility Head or Designee to ensure

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that an adequate number of employees are trained to account for staff relief (e.g., sick, vacation, vacancies).

The LEAP Unit training program shall in no way certify the employee to provide treatment beyond the employee’s scope of employment and specific duties. The LEAP Unit training shall only be used to signify that the employee is competent and capable of working in the LEAP Unit and has successfully completed all required training.

The following employees shall be required to complete the LEAP Unit training program if they are assigned to the unit or working with the unit’s youth on a regular basis:

- Correctional Officers
- Correctional Sergeants
- Correctional Lieutenants
- Correctional Juvenile Caseworkers
- Correctional Juvenile Casework Managers
- Chaplains
- Recreation Coordinators
- Nursing Staff
- Mental Health Professionals

While not required, it is highly recommended that employees performing managerial duties (e.g., Shift Supervisors, Assistant Shift Supervisors, Grievance Specialists, Screening Officers, Disciplinary Hearing Board Chairs, etc.) over the LEAP Unit also attend the training in order to develop a better understanding of the operation and working environment.

L. Special Needs Acclimation Program (SNAP)

The Special Needs Acclimation Program is designed to provide staff with the necessary knowledge and skills required when working in such a specialized unit. All staff members working in a designated SNAP unit shall be required to complete the Special Needs Acclimation Program training, which is delivered completely through eLearning.

M. Order in the Court

The intent of this program is to ensure that all staff members working as Disciplinary Review Officers, Disciplinary Hearing Officers, and Appeals Officer have the necessary specialized training to effectively perform their duties and appropriately manage the Adult Disciplinary Process.

1. Initial Certification

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Successful completion of the Order in the Court Certification Program shall be mandatory for all staff members assigned to the duties of Disciplinary Review Officer, Disciplinary Hearing Officer, and Appeals Officer. In order to achieve a passing grade, participants must score 85% or greater on all skill and written tests.

The Order in the Court Certification Program shall consist of ~~fifteen~~ (15) hours Instructor-Led instruction and 40 hours of on-the-job training.

The instructor led portion of the Order in the Court program shall consist of: Policy and Administrative Procedure, Due Process, Pre-Screening, Screening, Conducting Hearings, Documentation of Findings, Appeals, Bias Behind the Wall, Case Study, a Skills Practicum, and pre- and post-tests. Credit Time training will be optional for all staff attending the Order in the Court program. Staff required to complete Credit Time training for their specific roles will attend the next available offering at the Correctional Training Institute.

Each person attending the Order in the Court certification program shall be required to complete 40 hours of on-the-job training within 60 days of completing the Order in the Court instructor led program. Each person certifying in the Order in the Court program shall be required to complete the OJT Performance Checklists under the supervision of a staff member who is currently certified for Disciplinary Review Officers, Disciplinary Hearing Officers, and Appeals Officer. Upon completion of the on-the-job training the Deputy Warden or higher authority must sign the verification of hours and submit it to the Regional Training Manager. In the event that a facility does not have a certified staff member to conduct the on-the-job portion of the training, they shall collaborate with another facility to coordinate this portion with a certified staff member.

All portions of the required training must be completed before the staff member can independently perform any duties of a Disciplinary Review Officers, Disciplinary Hearing Officers, or Appeals Officer. This includes signing any documentation as the Disciplinary Review Officers, Disciplinary Hearing Officers, or Appeals Officer.

Upon successful completion of the program, participants shall be awarded a total of 55 hours training credit.

2. Recertification and Continuing Education

All persons certified in the Order in the Court program shall be required to successfully complete continuing education annually. Each year the Division of

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Workforce Engagement in collaboration with the Legal Services Division shall establish a series of mandatory In-Service eLearning courses. Successful completion of the eLearning modules shall be required in order to maintain certification. Additionally, staff shall continue to adhere to the minimum qualifications listed above.

N. Knowledge Based Instructor Certifications

Certain programs may require specialized training in order for staff members to instruct. In those cases where there is a program requirement to be a “certified” instructor. Workforce Engagement shall follow the following guidelines for instructor levels and program criteria.

1. Certification Levels

Workforce Engagement is responsible for certifying end users and instructors for all knowledge-based programs. The following levels of certification shall apply:

- a. End User: This is a person who has been trained in a specific topic and has met all program requirements for certification.
- b. Instructor: This is a person who is certified to train end users in a specific program.
- c. Senior Instructor: This is a person who is certified to train staff to be Instructors in a specific program.
- d. Lead Instructors: This is an 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.
- e. Program Dean: This shall be the Workforce Engagement employee who is responsible for program administration.

2. Certification Criteria:

The following criteria shall apply to the above-mentioned Instructor levels:

- a. Instructor:

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Upon completion of initial training the individual shall be recognized as an “Instructor”. Once a person has achieved the status of “Instructor” they will be required to continue to provide instructional support to the agency. Instructors must:

- Instruct a minimum of five (5) classes every two (2) years in each program they are certified as an “Instructor”.
- Schedule and participate in an Instructor Observation. Instructor Observations must be completed by Senior Instructor, Lead Instructor, or Program Dean.

b. Senior Instructor:

Senior Instructor is by application. Candidates must meet all the requirements for advanced knowledge in the specific program. Senior Instructors must also complete the following training:

- Instructor Development
- Trainer Development

3. Maintaining Instructor Certification

All certified Instructors must instruct five (5) classes every two (2) years in each program. The annual time-period shall be two (2) years from certification date. Failure to meet the minimum number of instructional hours in any given year will automatically result in expiration of certification in that program.

Each Instructor and Senior Instructor shall be required to maintain a log of actual hours instructed. All Instructor Logs must be maintained in the Facility Training Department.

a. Instructor

In addition to meeting the minimum number of classes instructed, Instructors must also:

- Schedule and participate in an Instructor Observation annually with a Senior or Lead Instructor, and
- Successfully complete all mandatory instructor updates.

Upon successful completion of all requirements a new certificate shall be awarded and will remain valid for a period of two years.

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b. Senior Instructor

In addition to meeting the minimum number of instructional hours, Senior Instructors must also:

- Schedule and participate in an Instructor Observation annually with a Lead Instructor,
- Instruct during an initial instructor certification course,
- Conduct a minimum of five (5) Instructor Observations, and
- Successfully complete all mandatory instructor updates.

Upon successful completion of all requirements a new certificate shall be awarded and will remain valid for a period of 2 years.

Failing to meet any of the above-mentioned requirements will result in de-certification.

4. De-certification and Suspension of Instructor Status:

a. De-certification:

When a person’s certification is suspended or revoked, the Workforce Engagement Program Dean shall issue a “Letter of De-certification”. The letter must detail the reason for the de-certification and/or the duration of any suspension. A copy of the letter is to be placed in the employees Training Packet with copies provided to:

- Employee
- Facility Training Coordinator
- Regional Training Manager
- Facility Head / Division Director
- Executive Director of Staff Development and Training

Workforce Engagement may revoke certification for:

- Failing to follow program guidelines, curriculum, or administrative procedure.
- Failing to meet minimum requirements to maintain certification.
- Conduct in and outside the classroom, when the person’s behavior or actions are deemed to be contrary to the teachings of the program.
- As a result of any disciplinary action.

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b. Suspension:

When a person’s certification is suspended, the Division of Workforce Engagement Program Dean shall issue a “Letter of Suspension”. The letter must detail the reason for the suspension and/or the duration of any suspension. A copy of the letter is to be placed in the employee’s Training Packet with copies provided to:

- Employee
- Facility Training Coordinator
- Regional Training Manager
- Facility Head / Division Director
- Executive Director of the Division of Workforce Engagement

Division of Workforce Engagement may suspend certification for:

- Failing to follow program guidelines and/or curriculum.
- Conduct in and outside the classroom, when the person’s behavior or actions are deemed to be contrary to the teachings of the program.

5. Instructor Observations

Instructor Observations may be completed by Senior Instructors, Lead Instructors, or the Program Dean. Instructor Observations will be completed utilizing the Workforce Engagement’s Observation Report.

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

If the Instructor fails to meet a minimum score during the Observation, then the Senior or Lead Instructor 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 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.

O. eLearning:

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Workforce Engagement shall offer eLearning courses for professional enhancement. These courses shall be accessible to all staff members online via the Learning Management System.

P. Enrollment by External Agencies:

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.

Q. National Institute of Corrections (NIC), Office of Juvenile Justice and Delinquency Prevention (OJJDP):

Workforce Engagement shall coordinate and collaborate with NIC and OJJDP to provide Department staff regional and national training opportunities, advertise, notify, disseminate, market, and coordinate applications for NIC and OJJDP training programs.

Workforce Engagement shall sponsor, host, or collaborate with internal or external agencies, academic institutions, and vendors/consultants for knowledge/skill-based learning opportunities for Department staff.

R. Process for Requesting Training

There is a standardized process for staff to express their interest and request to attend specialized training programs. Below is the standardized process:

1. Staff will request training utilizing the electronic form. The link to this form can be requested from the Training Department. This form will auto generate an email and send it to the Training Support email.
2. The Training Support Team will send an email to the Facility Training Coordinator and copy the Program Dean, and Regional Training Manager.
3. The Facility Training Coordinator will be responsible to contact the individual's Direct Supervisor within 7 business days via e-mail and copy the Regional Training Manager and Regional Training Specialist. The email shall contain the following information:
 - a. Name of individual requesting the training
 - b. Dates, times, and locations of all upcoming trainings
 - c. Request approval for the individual to attend the training.

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- If the direct supervisor does not approve the staff member of the training, request that a justification be provided (e.g., Does not meet length of employment requirement).
 - If the direct supervisor approves, the Facility Training Coordinator will be responsible to ensure the staff member is enrolled at the closest location providing there is availability.
4. The Facility Training Coordinator will be responsible to follow up with the individual requesting the training and copy the individual's Supervisor, Regional Training Manager, and Regional Training Specialist.
- a. If approved, the individual will be notified of all the details for the next training offered in their area and that they will be enrolled into the program.
 - b. If not approved, the e-mail will explain why their request was not approved and further recommendations to improve on the areas of deficiencies.

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XXVII. DEPARTMENTAL TRAINING CREDIT FOR SPECIAL TRAINING:

Staff may obtain Training Credit for successful completion of external training relevant to the staff member's job duties. Because of the diversity of training programs available to staff, each individual request is considered relative to staff job classification and content of the course. Training must be conducted by an accredited source such as a governmental agency, college, ICA, ACA, NIC or other external source approved by the Executive Director. The training must have taken place or have been completed during the current training year. Training Credit shall not be retroactive.

The form, "Request for Training Credit" (Attachment 1-J) shall be submitted to the Facility/Division Training Coordinator and forwarded to the Regional Training Manager within 30 days of completion of the training/course. Training Credit shall not be given final approval until documentation of successful completion is provided. All disputes regarding the number of Training Credit hours shall be submitted to the Executive Director for resolution.

Documentation shall consist of the following:

- Certificate or transcript showing satisfactory completion of the training;
- A synopsis of the course content including the number of hours credited to the course; and,
- A synopsis of each assignment if a correspondence course.

Once the appropriate documentation has been provided to the Training Coordinator, they shall review the provided documentation and forward to the appropriate Workforce Engagement Regional Training Manager.

If approved by the Workforce Engagement Management member (Regional Training Manager, Curriculum Development Manager, or Operations Manager), the application and all supporting documentation shall become a part of the employee's training record.

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XXVIII. SUPPORT FOR STAFF ENROLLED IN COLLEGE COURSES:

The Department encourages and supports staff in the pursuit of higher education. The attainment of further relevant education can be a benefit to both the staff and the Department. Supervisors, managers, and administrators in the Department should encourage and support staff deciding to seek further education. This support can be shown by:

- A. The Education Reimbursement Program is available to all permanent, full-time employees of the Department. The program assists in defraying expenses individuals incur when taking educational courses on their own time. To qualify, the educational course must benefit the employee with increased knowledge and/or skills that contribute to job performance and/or will prepare the employee for advancement within the Department.
- B. Establishing cooperative relationships with nearby institutions of higher learning which would include staff speaking to classes about careers in corrections, inviting professors/instructors to instruct in Department training programs, distance learning opportunities, and assigning a qualified and interested staff person to serve as a coordinator for staff with the institution of higher learning.
- C. The Department partners with Ivy Tech, Purdue University Global, Oakland City University, Indiana Tech, and Western Governors University to offer college credits and benefits for staff.
- D. Providing classroom space for classes in the facilities when such space is available.
- E. Minding the safety and security of the Department/Facility, working with the staff taking such classes in shift scheduling and posting assignments so that staff may enroll in these classes. Such decisions shall be based on the needs of the Department/facility with fairness and consistency.

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XXIX. TRAINING 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:

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

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XXX. WORKFORCE ENGAGEMENT PINS/BAR AWARDS:

In conjunction with Policy and Administrative Procedure 02-03-104 “Dress Standards for Uniformed Staff,” Staff Development and Training has implemented a procedure for the Workforce Engagement Pins and Bar Awards.

This procedure only covers the following authorized Pins and Bar awarded by Workforce Engagement:

- Workforce Engagement Bar
- Field Training Manager (FTM) Pin
- Field Training Officer (FTO) Pin
- Certified Treatment Specialist (CTS) Pin

The following procedure shall be used to accurately account for the distribution and accountability of the Pins and Bar:

A. Requesting Pins/Bar

1. On a monthly basis the Facility Training Coordinator shall forward the “Pins/Bar Request” (Attachment 1-L) and a copy of the Class Transcripts for each program identified to the appropriate Regional Training Manager by the 15th of the month.
2. The Regional Training Manager shall verify the qualification of each staff member. They shall process the request and forward the submitted “Pins/Bar Request” to the designated Administrative Assistant of Workforce Engagement by the 21st of the month.
3. The designated Administrative Assistant shall gather all submitted “Pins/Bar Requests” for each individual month and forward the information to the Uniform Distribution Center (UDC) for the ordering of the Pins/Bar.
4. UDC shall process the submitted orders and deliver the orders to the facilities.

B. Distribution Process

Once the Pins/Bar have been delivered to the Facility, the Facility Training Coordinator shall have the following responsibilities:

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1. Track the distribution process by obtaining a signature when the Pins and/or Bar is issued to each individual. This signature form shall be scanned and saved in the Employee’s electronic Training File, Section 4 “Specialized Training” folder.
2. Coordinate with the Facility’s Executive Staff (i.e., Warden, Deputy Wardens, Major, Unit Team Managers) the presentation of the Pins and/or Bar to recipients. This shall be completed during the Facility Quarterly Staff Assembly, Roll Call, In-Service, etc. The appropriate Regional Training Manager or Regional Training Specialist shall be notified of distribution.
3. Notify Facility Executive Staff (i.e., Warden, Deputy Wardens, Major, Unit Team Managers) of an individual no longer certified in a specific program. This includes Field Training Manager, Field Training Officer, and Certified Treatment Specialist Certifications.

For the appropriate wearing of the above Pins/Bar, staff shall refer to Policy and Administrative Procedure 02-03-104, “Dress Standards for Uniformed Staff.”

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XXXI. REFLECTION OF PRIDE STORE (See Facility Directive):

The Reflections of Pride store (ROP) is a joint venture with Workforce Engagement and Indiana Correctional Industries (ICI). The ROP Store is currently open at the Correctional Training Institute and available online for all staff to order IDOC merchandise. All online orders will be processed and delivered to the staff member by ICI. Each Facility shall develop a facility directive, in accordance with Policy and Administrative Procedure 00-04-101, “The Development, Approval and Implementation of Policy,” to implement and sustain a viable system that governs the receipts, tracking, and distribution of all orders received for staff.

A facility directive shall be developed, in accordance with Policy and Administrative Procedure 00-04-101, “The Development, Approval and Implementation of Policy,” to implement and sustain a viable system that governs the control inventory, tracking, and receipts of all methods of profit and equipment assigned. Quarterly, ICI is provided with an inventory of all merchandise located at the Correctional Training Institute.

The store contains many items, including various types of shirts, hooded sweatshirts, hats, and other assorted items for Department staff to purchase. All merchandise is ready for pick up and payment during the open hours of operation. Payment must be credit/debit card only.

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XXXII. APPLICABILITY:

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

signature on file
Christina Reagle
Commissioner

Date