



DISTRICT OF COLUMBIA DEPARTMENT OF CORRECTIONS

Program Statement

OPI: DIR
Number: 3700.2E
Supersedes: 3700.2D (11/03/08)
Date: June 16, 2011
Subject: Employee Training
and Staff Development

1. **PURPOSE AND SCOPE.** To establish policy and procedures for the DC Department of Corrections' (DOC) employee training and staff development program.
2. **POLICY.** It is DOC policy to provide planned courses, programs and other instruction and education for employees designed to increase knowledge, proficiency, ability, skill and qualification of employees in the performance of their duties.
3. **APPLICABILITY.** This directive applies to all personnel who perform services within DOC. This shall include probationary, career, legal, management supervisory, excepted service, term part time, inter-agency personnel agreement employees, contractors, volunteers, and student interns.
4. **NOTICE OF NON-DISCRIMINATION.**
 - a) In accordance with the D.C. Human Rights Act of 1977, as amended, D.C. Code section §2-1401.01 et seq., (Act) the District of Columbia does not discriminate on the basis of race, color, religion, national origin, sex, age, marital status, personal appearance, sexual Orientation, gender identity, familial status, family responsibilities, matriculation, political affiliation, genetic information, disability, source of income, status as a victim of intrafamily, or place of residence or business. Sexual harassment is a form of sex discrimination, which is also prohibited by the Act. Discrimination in violation of the Act will not be tolerated. Violators will be subject to disciplinary action.
 - b) Selection of employees for training shall be made in a non-discriminatory manner and shall not be based on factors unrelated to the need for training.
5. **PROGRAM OBJECTIVES.** The expected results of this program are:
 - a. Staff development and training programs shall be planned, developed, evaluated, and updated annually.

- b. Training should meet agency short-term and long-term program needs by occupation, organization and other criteria that may be established.
- c. The training program shall be integrated with other personnel management and operating activities.
- d. Employees shall receive regular training throughout their tenure that is responsive to position requirements, professional growth, current correctional issues, and theories.
- e. All affected employees receive training that the DC Government and/or DOC has designated as mandatory.
- f. Training in use of new techniques and technology are provided in a manner consistent with mission and goals of the agency.

6. **DIRECTIVES AFFECTED**

a. **Directives Rescinded**

- 1) DO 3700.2D Employee Training and Staff Development (11/02/08)

b. **Directives Referenced**

- 1) PS 2000.2 Retention and Disposal of Department Records

7. **AUTHORITY**

- a. DC Code § 24-211.02 Powers; promulgation of rules.
- b. DC Code § 1-609.55 Management Supervisory Service Skills Maintenance and Enhancement.
- c. District Personnel Manual (DPM), Chapter 13, "Employee Development"

8. **STANDARDS REFERENCED**

- a. American Correctional Association (ACA) 4th Edition Standards for Adult Local Detention Facilities: 4-ALDF-2A-43, 4-ALDF-4A-12, 4-ALDF-7B-05, 4-ALDF-7B-06, 4-ALDF-7B-07, 4-ALDF-7B-08, 4-ALDF-7B-09, 4-ALDF-7B-10, 4-ALDF-7B-11, 4-ALDF-7B-12, 4-ALDF-7B-13, 4-ALDF-7B-14, 4-ALDF-7B-15, 4-ALDF-7B-16, and 4-ALDF-7B-17.

9. **DELEGATION OF AUTHORITY.** The Director has designated administration, management and oversight of this program to the DOC Training Administrator. The Training Administrator shall have charge of personnel, volunteers, programs and activities connected with the Training Academy.
10. **TRAINING ADVISORY COMMITTEE**
- a. The Director or designee shall appoint members to the Training Advisory Committee.
 - b. The Training Administrator shall Chair the Committee. Members shall include managers and supervisors from operations, programs, information technology, human resources and risk management; a training coordinator; a representative from the collective bargaining unit, and line and support staff.
 - c. As the Training Administrator designates; individual Training Advisory Committee members shall meet with managers, supervisors and employees in assigned occupational units to develop training needs assessments.
 - d. The Training Administrator shall meet with the agency Training Advisory Committee quarterly to evaluate training activities. The evaluation shall include but not be limited to the following objectives:
 - 1) Identifying training programs that bring about more effective performance at the least possible costs;
 - 2) Reviewing participant evaluations, supervisory feedback, instructor observations, and ACA or other industry standards of program effectiveness;
 - 3) Determining that to the extent possible, training was scheduled in a manner that did not incur overtime;
 - 4) Implementing program modifications when changes occur and/or as executive decisions are made to add or expand agency objectives; and
 - 5) Documenting milestones when training objectives have been met.
 - e. The Training Advisory Committee shall review and prioritize identified training needs assessments for incorporation into the Annual Employment Development Plan.

11. ANNUAL EMPLOYMENT DEVELOPMENT PLAN (AEDP)

- a. By July 31st, the Training Advisory Committee shall prepare the Annual Employment Development Plan (AEDP) for DOC.
- b. The AEDP shall identify:
 - 1) Subject matter areas where training is needed;
 - 2) The occupational category and number of employees' requiring training;
 - 3) A prioritization of training based upon mandatory training requirements, agency objectives and budget;
 - 4) The cost for training;
 - 5) Sources of funding; and
 - 6) The impact and success of prior training and employee development activities.
- c. The Training Administrator shall submit the Annual Employee Development Plan to the Director by September 1st for approval and signature.
- d. The Training Administrator shall submit the approved Annual Employee Development Plan to the District of Columbia Department of Human Resources (DCHR) by October 1st.
- e. Upon the approval by DCHR, the Training Administrator shall disseminate the AEDP to senior executives, administrators, managers and supervisors.

12. FACILITY TRAINING COORDINATOR

- a. The CDF Training Coordinator reports to the Warden or designee, but receives administrative direction and technical guidance from the Training Administrator.
- b. The Training Coordinator has supervisory responsibilities for Training Academy instructors.
- c. The Training Coordinator assists the Training Administrator with lesson plan review, modification and development as new and/or updated policy and procedures are issued.
- d. The Training Coordinator coordinates the following activities at the CDF:

- 1) Publicizing announcements for all scheduled and unscheduled training in a timely manner.
- 2) Coordinating schedules and instruction provided by the training academy, and adjunct instructors and other specialists.
- 3) Ensuring classroom materials are provided and reasonable requests from Adjunct Instructors are accommodated.
- 4) Collecting class rosters and participant evaluations from Adjunct Instructors.
- 5) Ensuring notification of student course completion.

13. INSTRUCTORS

- a. **Training Academy Instructors** deliver classroom instruction on a regular basis.
- b. **Training Academy Employee Orientation.** Prior to assumption of duties, the Training Administrator shall provide orientation to new Academy employees. This shall include an orientation to purpose, goals, policies and procedures of the Academy and agency; the employee's basic duties and responsibilities; security related responsibilities; and working conditions and regulations.
- c. **Training Instructor Qualifications shall:**
 - 1) Be at the rank of Sergeant or above;
 - 2) Have five (5) years correctional work experience and training. An AA or BA degree in a criminal justice field may be considered in lieu of five (5) years but no person shall be considered with less than three (3) years work experience;
 - 3) Successfully complete a certified Train-the Trainers training course every (5) years;
 - 4) Maintain certification through a competent authority when providing instruction in, implementation of the emergency plan; use of force and unarmed self-defense tactics, use of firearms, use of chemical weapons, CPR and first aid;
 - 5) Be physically capable of performing training tasks related to the specific training they deliver;
 - 6) Have successfully completed annual in-service training;
 - 7) Maintain a minimum annual performance evaluation of Excellent; and
 - 8) Have no corrective or adverse actions in effect.

- d. **Training Academy Instructors** shall strictly adhere to DOC procedures for ensuring the control, use and security of equipment, weapons, and chemical agents used in training exercises.
- e. **Adjunct Instructors.** The Adjunct Instructor Program is a collateral function of subject matter experts. Employees may volunteer (with supervisory approval) on an as-needed basis to assist the agency and Academy in its mission. The candidate shall:
 - 1) Submit a signed "Willing to Train Agreement" (See Attachment A), along with a bio-sketch, resume or curriculum vitae to the Training Administrator;
 - 2) Provide written supervisory recommendation for participation;
 - 3) Have at least an excellent performance evaluation at the time of application that rates the applicant to have good interpersonal and communications skills;
 - 4) Have completed their probationary period. Under special circumstances the probationary period required may be waived by the Training Administrator;
 - 5) Have no adverse action in the year applied;
 - 6) Be physically capable of performing training tasks related to the specific training being conducted; and
 - 7) Possess and produce any required certification or qualification to teach specialized courses.
- f. **Training through Non-District Government and Contract Agencies.**

DOC may make arrangements for employee development training or use of appropriate training materials through other government agencies, institutions or higher education and private sector organizations. These organizations include but are not limited to the National Institute of Corrections (NIC), the American Correctional Association (ACA) and specialty providers who DOC contracts with for delivery of its food service and health care program.

14. ATTENDANCE AND PARTICIPATION

- a. **Employees**
 - 1) All employees are required to successfully complete the required hours of training for their respective positions.
 - 2) Designated courses require an employee proficiency demonstration in addition to attendance. Proficiency may include, but is not limited to written testing, physical exhibitions such as firearms, CPR and agility, role play, and class discussion.

- 3) All training participants shall sign in and out using the class roster form prepared by the Training Academy.
- 4) Staff arriving late to scheduled training shall be directed by Academy staff to return to his/ her facility/unit and notification shall be made to the immediate supervisor.
- 5) Employees shall be present and participate during all phases of scheduled training.
- 6) An Employee's failure to successfully complete mandated training may be reflected in the individual's performance evaluation and the employee may be subject to further discipline. Probationary employees are subject to employment dismissal.
- 7) Employees should provide a written evaluation of training received. Employee identification is not required on the evaluation.

b. Managers and Supervisors

- 1) The only excuses for failure to attend training shall be documented medical reasons from a physician, approved Family Medical Leave or a DOC operations emergency.
- 2) Worksite officials shall provide timely verbal notification and follow-up with a written justification to the Training Administrator when staff cannot attend training because of reasons outlined in section 1) above.

15. LESSON PLANS

- a. The Training Administrator shall approve all lesson plans and teaching aids such as audio-visual aids and handouts prior to use in the classroom. The Training Administrator shall review lesson plans for format, content and compliance with this directive.
- b. Lesson plans shall comply with District and Federal law and regulations; courts mandates, DOC policy and procedures, and satisfy requirements in applicable American Correctional Association (ACA) Standards.
- c. Subject-matter-experts (to include but not be limited to: Firearms, CPR, Fire Prevention, Environmental Safety and Sanitation, Psychology, Health Care, Food Services, Information Technology, Case Management, etc.) shall assist the Training Academy in developing and updating lessons plans not less than annually.
- d. The Training Administrator shall upon electric receipt of each new or annually updated policy and procedure, review the corresponding lesson plan (s) and coordinate with Academy staff or subject matter expert(s) to ensure the lesson

plan(s) are updated within thirty (30) days and incorporated in the training program.

16. **PRE-SERVICE ORIENTATION.** Prior to being independently assigned to assume duties, each new employee shall receive a formal Pre-Service Orientation (hereafter called Orientation) that is appropriate to their assignments. At a minimum the orientation will include:
 - a. Working Conditions
 - b. Code of Ethics
 - c. Personnel Policy Manual
 - d. Employees' Rights and Responsibilities
 - e. Overview of the Criminal Justice System
 - f. Tour of the facility
 - g. Facility Goals and Objectives
 - h. Facility Organization
 - i. Staff Rules and Regulations
 - j. Personnel Policies
 - k. Program Overview
17. **40-Hour ORIENTATION.** New professional and support employees, including contractors, who have regular and/or daily inmate contact shall receive the 40-hour Orientation. DOC may waive the 40 hour Orientation and allow designated part-time and contract occupational specialists to receive the 16 hour Orientation.
18. **BASIC TRAINING.** Training is distinct from orientation because it addresses the knowledge, skills, and abilities needed to implement assigned duties. Based upon work duties and requirements some employees shall receive basic training prior to job assignment. Such positions include, but are not limited to the following:
 - a. **Uniform Staff-Basic Correctional Training (BCT).** Correctional Officer candidates shall in addition to the 40-hour Orientation program receive 120-hours Basic Correctional Training (BCT) prior to a permanent post assignment.
 - 1) All candidates must graduate from BCT with a minimal written test score of 70%. Candidates may receive tutorial assistance and must pass the test on the second attempt. Failure will result in academic dismissal from the Academy.

- 2) Correctional Officer Candidates shall receive firearms training, covering the use, safety, and care of firearms and constraints on firearms use. Candidates must demonstrate competency in the use of all DOC issued firearms before completion of BCT.
 - 3) Candidates shall receive thorough training in the use of approved chemical agents and the appropriate protocol that shall be followed when individuals are exposed to a chemical agent.
 - 4) Candidates must demonstrate competency in defensive tactics and the use of force to control inmates.
 - 5) Candidates must demonstrate competency in cardiopulmonary resuscitation (CPR) and first aid.
 - 6) Candidates must demonstrate 100% competency with all other practicum outlined in BCT.
- b. **Program Staff.** Case managers, medical personnel and other specialists whose backgrounds include considerable training for their positions shall receive specific job implementation training from their respective program managers.
19. **ANNUAL IN-SERVICE TRAINING.** All employees shall receive training during each subsequent year of employment.
- a. In-Service training shall include refresher training in basic security and correctional issues. At a minimum the training shall include standards of conduct/ethics, security, safety, fire, medical emergency procedures, supervision of offenders including training on sexual abuse and assault and the use of force. Other professional development topics shall be included.
- When proficiency testing is designated, the employee must obtain a minimal score of 75%. Employees who do not obtain a passing score shall submit to retesting. Other remedial assistance may be made available.
- b. **16-Hour In Service.** DOC shall conduct a 16-hour annual in-service training program for employees who have minimal contact with inmates, volunteers and designated part-time and/or contract employees. Volunteers may be trained on weekends and during evening hours.
 - c. **40-Hour In-Service.** All professional and support employees, including contractors, who have regular and/or daily inmate contact shall receive 40-hours of annual In-Service training.
20. **SUMMARY OF BASIC PRE-SERVICE ORIENTATION AND ANNUAL TRAINING PROGRAM.** The following tables depict basic training for pre-service orientation, basic correctional officer and annual in-service training. Subject modules may change based upon need.

CATEGORY/ TYPICAL POSITION TITLES	BCT	BASIC TRAINING MODULES		ANNUAL TRAINING
<p>PROFESSIONAL/SUPPORT (Minimal Contact w/Inmates)</p> <p>Central Office manages and employees</p> <p>CDF Clerical staff, Records Office, Off-site Warehouse personnel, accountants, personnel staff part-time medical chronic care clinic specialists volunteers</p>	40	<ul style="list-style-type: none"> • Agency mission • Policies & Procedures • Ethics/Employee Drug Test MEDAT • Overview of Security (key, tool control, contraband) • Corrections Legal Issues 	<ul style="list-style-type: none"> • Customer Services • Sexual Harassment (Employees) • Sexual Assault, Abuse and Misconduct • Fire Safety • Health Precautions • Communications skills • Employee Attire • Inmate Grievance 	16
<p>PROFESSIONAL AND SUPPORT STAFF (Regular or Daily Contact with Inmates)</p> <p>Case managers, counselors, social workers, teachers, psychologists, librarians, medical personnel, chaplains, recreation specialists</p>	40	<ul style="list-style-type: none"> • New Employee Orientation • Agency mission • CPR/First Aid • Mandatory Employee Drug Test MEDAT • Overview of Security Procedures (key, tool control, contraband) • Corrections Legal Issues • Customer Service • Sexual Harassment (Employees) • Sexual Assault, Abuse and Misconduct • Fire Safety/Sanitation • Communications skills • Supervision of Inmates • Inmate Rights and Responsibilities • Social/Cultural Lifestyles of the Inmate Population 	<ul style="list-style-type: none"> • Use of Force • Inmate Rules and Discipline • Courtroom demeanor • Report Writing • Counseling Techniques • Con games • Inmate Classification • Suicide Prevention/Precaution/Risks • Cultural Diversity • CDF Emergency Plans • Health Information Privacy • Universal Health Precautions/Communicable Disease • Working w/female offenders • Inmate Programs • Use of DOC Technology • Language Line Use 	40

CORRECTIONAL OFFICERS	120	In addition to the classes outlined above Correctional Officers will receive firearms training and other instruction as scheduled.		40
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21. SPECIALIZED TRAINING

- a. **Executive Management Training.** Executive managers shall participate in outside workshops, seminars and other formal education programs for additional professional development. The National Institute of Corrections (NIC), Federal Bureau of Prison (FBOP) and other outside agencies and consultants may provide training as warranted.
- b. **Management Supervisory Staff.** The Training Administrator shall coordinate with the DC Office of Personnel Center for Workforce Development to ensure each MSS employee receives mandatory training. Facility Management and supervisory staff shall receive at least (40) hours of specialized training that is conducted by the medical contractor and shall receive (8) hours annually thereafter.
- c. **Mental Health Unit Training.** Prior to assignment to the Mental Health Unit, each CDF employee shall receive a minimum of forty (24) hours of specialized training that is conducted by the medial contractor and shall receive eight (8) hours annually thereafter.
- d. **Special Management Unit Training.** CDF Officers selected for assignment in the Special Management Unit (SMU) shall receive eight (8) hours of training prior to assignment to this unit. At a minimum, the training shall include working with inmates who are in special custody and security status such as special handling, separation, administrative segregation, disciplinary segregation, protective custody, and involuntary protective custody and security inspections.
- e. **Youthful Offender Training.** Program personnel who work with youthful offenders are trained in the developmental, safety and other specific needs of youthful offenders before they are assigned to work with this population. This training shall include but is not limited to the following areas:
 - 1) adolescent development
 - 2) education programming
 - 3) cultural awareness
 - 4) crisis prevention and intervention
 - 5) legal issues

- 6) management and programming for sex offenders
 - 7) substance abuse services
 - 8) cognitive behavioral interventions including anger management
 - 9) social-skills and problem-solving
 - 10) resisting peer pressure
 - 11) suicide prevention
 - 12) nutrition
 - 13) mental health issues
 - 14) gender specific issues
 - 15) case management planning and implementation.
- f. **Emergency Response Team (ERT) Training.** Members assigned to the Emergency Response Team (ERT) shall have at least one year of non-probationary experience as a Correctional Officer and shall receive forty (40) hours of specialized training before undertaking this assignment. ERT team members shall receive sixteen (16) hours of annual training that is specifically related to emergency unit assignments.
- g. **Jails and Community Corrections System (JACCS).** Employees assigned to use and/or input information into this database shall receive training in the use of an automated system to enhance jail operation, administration and its procedures.
- h. **Master Roster Program.** Designated supervisors shall receive an 8-hour class along with four weekly 2-hour skill enhancement sessions in the scheduling and tracking system to manage post/staff assignments, leave status, sick certifications and counseling.
- i. **Mandatory Employee Drug and Alcohol Testing (MEDAT).** Managers/Supervisors shall attend biennial training in the education and awareness of the drug and alcohol testing program, its policy, procedures and substance abuse recognition.
- j. **Training to Retain Licensure and Certification.** Upon request, the Training Academy shall coordinate training for DOC staff to maintain licensures and certification in specialized trades (e.g., Sewage Treatment, Plant Operations, Steam Engineers, Commercial Drivers License (CDL) holders, Food Handlers, Plumbers and Electricians, etc.).

- k. **Working With Female Offenders.** Employees assigned to work with female offenders shall receive semi-annual enhancement training on topics and issues specific to the treatment and care of female offenders.
- l. **Inflammatory Agents.** Sergeants and uniformed supervisors shall receive training in the use of approved inflammatory agents (OC) and for the appropriate protocol that shall be followed when individuals are exposed to an inflammatory agent (OC).

22. CONTINUING EDUCATION

- a. Managers and Office Chiefs shall promote employee participation in outside training and education programs.
- b. Administrative leave, funding and/or reimbursement (if funds are available) shall be provided for employees attending approved professional meetings, seminars, conferences and similar work-related activities in accordance with this directive.
- c. In order to effectively monitor and evaluate the use of training funds and the results produced by these programs, any person coordinating training programs conducted with DOC funds shall be responsible for coordinating those efforts through the Training Administrator.
- d. Employees shall request advance authorization prior to attending all training, conferences, meetings, workshops and travel related training to include in-house, inter-agency or non-District Government training.
 - 1) The employee shall submit the District of Columbia Government Employee Training Authorization Form 1 (Attachment B) to their supervisor. This form shall be completed whether expenses are to be paid by the employee, grant, or appropriation, etc.
 - 2) Upon arrival, the manager or supervisor shall forward the form to the Training Academy for approval.
 - 3) Training Form 1, travel authorization, and budget documents shall be prepared on all external training involving expenditures. Copies of travel authorization and budget approval document shall be forwarded to the Training Administrator within two (2) working days of approval.

- 23. **OUTSIDE RESOURCES.** Outside resources from the public and private sector and other agencies may be used to provide training, guidance and assistance. This may include, but not limited to instruction, lesson plan development, course and evaluation techniques, materials and equipment.

24. TRAINING BULLETINS

- a. Training Bulletins provide information to staff regarding training opportunities within the Academy or by external programs such as the DC Center for Workforce Development (CWD), the University of the District of Columbia (UDC), the Federal Law Enforcement Training Center, the American Correctional Association (ACA), the National Institute of Corrections (NIC) and private public sector programs.
- b. Training Bulletins shall be posted in high visibility areas; e.g., Checkpoint, program area boards, Training Office, and classroom bulletin boards until the closing date.

25. LIBRARY, REFERENCE SERVICES AND COMPUTER LABORATORY

- a. The Training Administrator shall ensure that library and reference services are provided for all training and staff development.
- b. To facilitate training, computer-learning labs shall be available to provide informative and developmental materials for staff use. This shall apply to both mandatory and special needs programs and include classroom based, self-study, sites and computer-based learning initiatives.

26. EMPLOYEE TRAINING INFORMATION FOLDER (ETIF)

- a. All employees shall have an official ETIF. The Training Academy shall be the only repository for the ETIF.
- b. All in-house, inter agency and non-District Government training information shall be maintained in the ETIF and in the Academy's database whether scheduled by the Academy or other sources.
- c. Managers and supervisors shall ensure Training Coordinators forward all training documentation to the Training Academy within ten (10) days after completion of training. Training Coordinators shall keep copies of original documents. This is critical to the Academy's responsibility for all training in the event of court requests for potential employer inquiry, potential for promotion, or administrative hearings for verification of training.
- d. Employees shall provide at least a twenty-four hour advance notice to request access to their ETIF.
- e. All training files shall be stored in locked secured file cabinets.

27. DOCUMENTATION AND RECORD KEEPING

- a. **Records Retention and Disposal.** Retention, purging and disposal of ETIF content shall be consistent with the DOC Records Retention Program Statement and the District Personnel Manual.
- b. **Database.** The Training Academy shall maintain a database of employee training participation in accordance with Section 26 of this directive.
- c. **Supporting Documentation.** The Training Administrator shall maintain a record of each training course in the following manner.
 - 1) **Schedule.** Each course of instruction shall include a class schedule that includes the name of each class, time, and date of each class, and the scheduled instructor.
 - 2) **Activity.** This record shall include attendance records, lessons plans, the instructor's name, course evaluations, course beginning and ending dates, student test results and a record of any certificates that were awarded.



Thomas P. Hoey
Interim Director

Attachments

- Attachment A- Adjunct Instructor Agreement
- Attachment B- Employee Training Authorization Form