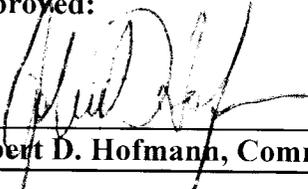


State of Vermont Agency of Human Services Department of Corrections	Title: Academy Field Training Officer (FTO) Program	Page 1 of 12
Chapter: Staff Training and Education	# 106.06	Supersedes #106.06, Vermont Correctional Academy Field Training Program Administration dated 2/14/ 2001.
Attachments, Forms & Companion Documents: <ol style="list-style-type: none"> 1. Standardized Performance Checklist 2. Daily Observation Report 3. FTO Program End of Training Report 4. FTO Program Follow Up Training Report 		
Local Procedure(s) Required: No Applicability: All staff (including volunteers and contractors) Security Level: "B"- Anyone may have access to this document.		
Approved:  <hr/> Robert D. Hofmann, Commissioner		
<u>June 2, 2008</u> Date Signed	<u>June 30, 2008</u> Date Effective	

PURPOSE

The purpose of this administrative directive is to set standards and define role responsibilities associated with the administration of the Vermont Department of Corrections Academy Field Training and Evaluation Program, which provides training for correctional officers both prior to and after they have attended residential Academy training.

POLICY

It is the policy of the Vermont Department of Corrections to provide a variety of learning opportunities for new staff to grow professionally from the moment they are hired, to support and mentor them during on-the-job training in correctional facilities, and to provide fair and standardized evaluation methods before new staff are posted to their positions at a facility.

AUTHORITY

28 V.S.A. §102 (c) (12); American Correctional Association Standards for Adult Correctional Institutions, 4th Edition, January 2003, Standards 4-4082 & 4-4083; Department of Corrections Administrative Directive #106.05, *Vermont Correctional Academy*, revised September 2007.

REFERENCE

Department Administrative Directives #76.05 *Positive Reinforcement*, #403.01 *Security & Compliance Audits*.

DEFINITIONS

Correctional Officer Trainee: A newly-hired Correctional Officer enrolled in both the residential and field training components of the Vermont Correctional Academy.

Community Service Team Leader (CSTL): A Correctional Officer role in community service and work crew supervision in either a facility or work camp, or in the Community Restitution Program in the field. A CSTL trains and supervises offenders, as well as educating and developing contracts with community agencies and non-profit organizations.

Daily Observation Report (DOR): A standardized report completed during the pre- and post-Academy training by the Field Training Officer (FTO) which reflects their observation of trainee performance in critical job areas.

Field Training: A structured on-site training and work program for new Correctional Officer trainees that complements Academy residential training. This formal training integrates classroom learning with the specific steps involved in completing job-related tasks and occurs both before and after Academy residential training.

Field Training Officer (FTO): A related role assigned to selected Corrections Department staff. The role of the FTO is to facilitate the transition of new Correctional Officers from Academy residential training to institutional duties and to help ensure that the period of on-the-job training progresses as designed.

Field Training Oversight Committee: A sub-committee of the Corrections Training Advisory Board made up of representatives from each facility and the Human Resources Development Unit to oversee, monitor, and make recommendations to improve and maintain the standardized Field Training Officer Program.

Field Training (FTO) Program Manual: An operational manual which provides direction and guidance in the administration of the standardized Field Training Officer Program of the Vermont Department of Corrections.

Field Training Site Coordinator: A related role assigned to each correctional facility charged with the oversight, coordination, and success of the local field training program, under the guidelines of this directive.

Performance Checklist: A list of steps directly connected to the completion of a job task that includes a standardized teaching process.

Vermont Correctional Academy: A residential staff training program managed by the Department. The Vermont Correctional Academy assists the Department in achieving its statutory mandate to establish training programs for new employees and to establish in-service training programs as deemed advisable.

PROCEDURAL GUIDELINES

Correctional Field Training is a major component of the Vermont Correctional Academy training program. (See Administrative Directive #106.05, *Vermont Correctional Academy*.) Sessions for

trainees run both before and after the residential Academy training (Pre-Academy and Post-Academy).

1. Field Training Orientation for Correctional Officers

a. The orientation for Correctional Officers is an on-the-job training program providing exposure to the facility and its staff.

b. Pre-Academy: Prior to arriving at the Academy newly hired officers spend up to a week at the hiring institution. Facilities are provided with a recommended schedule of activities for this period that reflects some classroom and some on-the-job training. In addition to beginning to work with their assigned Field Training Officer on some aspects of their training, they are exposed to a correctional setting so they are able to make an assessment about the job of a Correctional Officer.

c. Post Academy: (80 hours) This portion of the program is conducted on-the-job under the supervision of a Field Training Officer. The training is focused on tasks to be completed by the trainee that are viewed as critical and frequently occurring. Field Training Officers will be given time (at least 20-30 minutes) during each training day with the trainee reviewing the day's activities and the resulting *Daily Observation Report (Attachment 2)*.

d. Trainees will be trained at a minimum in each of the *Standardized Performance Checklists (Attachment 1)* as detailed in the FTO Program Manual and will have a *Daily Observation Report (Attachment 2)* completed by an FTO for each day of the training. Facilities can customize the pre- and post-Academy feature (e.g., what shift, day trained) in ways that meet the needs of the institution, subject to the FTO Program Manual.

e. The FTO Site Coordinator will conduct an interview with all trainees at or before the end of each of the two (2) post-Academy site training weeks. The basis of these meetings will be a review of program reports prepared to date. At the end of Week 2, the Site Coordinator will prepare an *FTO Program End-of-Training Report (Attachment 3)*, forwarding a copy to the individual's primary supervisor and the Correctional Academy. This end-of-training process is designed to approve the person to work without Field Training supervision. At the same time, it transfers supervisory responsibility of the officer to the Shift Supervisor.

f. The FTO Site Coordinator will meet with all trainees within two (2) weeks following the completion of the total Academy Field Training program (pre- and post-Academy weeks) to assess current skills and weaknesses, and to address any shortcomings of the FTO program. They will collaboratively fill out the *FTO Program Follow Up Training Report (Attachment 4)*, with the trainee, forwarding a copy to the individual's primary supervisor and the Correctional Academy.

g. The Facility Superintendent will ensure that each FTO Site Coordinator is provided ample time on duty to address trainee interviews, complete paperwork, meet with trainers, and assess the FTO program.

2. Program Roles

a. Each correctional facility will have an FTO Site Coordinator, an Assistant Site Coordinator, and as many Field Training Officers (FTOs) as deemed necessary.

- b. FTO Site Coordinator – The person holding this position will be a minimum rank of Correctional Officer II. The Facility Superintendent will appoint them. The Site Coordinator will serve at the Superintendent's discretion and must meet performance expectations. The Superintendent may interview candidates for this position using the job description maintained in the FTO Program Manual, as a partial basis for developing the interview questions.
- c. FTO Assistant Site Coordinator – The person holding this position will be a minimum rank of Correctional Officer II. The Facility Superintendent will appoint them. The Assistant will serve at the Superintendent's discretion and must meet performance expectations. The Superintendent may interview candidates for this position using the job description maintained in the FTO Program Manual, as above in 2.b.
- d. Field Training Officer – COII and CSTL positions and above will, commensurate with their role, serve as Field Training Officers. Any COII who aspires to be an FTO, but does not meet the criteria to be an FTO, will work with their immediate supervisor to address any deficiencies barring them from consideration. The Superintendent will appoint all FTOs. They will serve at the Superintendent's discretion and must meet performance expectations. The Superintendent may interview candidates for this position, as above, 2.b. A Superintendent may recommend to the Facility Executive that an outstanding COI be selected as an FTO; the Facility Executive has final authority for approval.
- e. All staff involved with the Field Training Program must maintain the following minimum standards.
 - Must have served as a Vermont correctional officer for a minimum of two (2) years;
 - Must currently be a permanent, full time classified employee of DOC;
 - Must have at least an excellent rating on their current performance evaluation;
 - Must be able to demonstrate a basic knowledge and understanding of existing Department policies and directives relevant to their role;
 - Must have good communication skills (both oral and written);
 - Must be recommended by at least one Correctional Shift Supervisor;
 - Must be current with all Core Competency certification requirements;
 - Must possess leadership skills conducive to leading and instilling in others sound correctional practices;
 - Must be dependable in attendance, attitude, and performance;
 - Must successfully complete an FTO training program upon appointment to the position.
- f. If a staff member seeking to be involved in the Field Training Program does not meet all of the criteria above, the Facility Executive may approve them upon Superintendent recommendation.

3. Extension of Training

By the end of the post-residential Academy two weeks, the trainee should be performing consistently at the minimum acceptable level of performance or higher. If the trainee is not performing at the minimum acceptable level of performance or higher (based on *Daily Observation Reports* and the *Standardized Performance Checklists*), training may be extended for one (1)

additional week, or a second additional week if site resources allow, as detailed in the FTO Program Manual and approved by the facility Superintendent or designee.

4. Recommendation for Separation from Employment

If a trainee is unable to perform at an acceptable level, even after an extension of training where applicable, the employee's primary supervisor (after consultation and discussion with the FTO or FTO Site Coordinator) will recommend in writing to the facility's Security and Operations Supervisor and the Superintendent that the trainee's employment be terminated. The "separation from employment" packet will include all reports and necessary documentation demonstrating an employee's performance, and any attempts at remediation.

TRAINING

The Academy Administrator or designee will orient Facility Superintendents and Security & Operations Supervisors to this directive at a central meeting.

The HRD Training Coordinator who oversees the Field Training Program Oversight Committee will orient the Site Coordinators to the directive at an Oversight Committee meeting.

QUALITY ASSURANCE

- a. The Academy Administrator will ensure that a Field Training Program Operations Manual is published and updated annually that further defines the contents of this directive.
- b. The Quality Management Unit will provide technical assistance as requested and necessary.
- c. Patterns of use of FTOs and compliance with this directive will be specifically monitored during the Security and Compliance Audits conducted by the Director of Security Operations and Audits. (See *Administrative Directive #403.01, Security Audits.*)
- d. Through review of the reports produced as a result of security and compliance audits related to field training, the Academy Administrator and the Field Training Oversight Committee will ensure that Field Training Officers have appropriate skills to perform the duties described in this directive and the Field Training Program Operations Manual.

STANDARDIZED PERFORMANCE CHECKLIST

Chapter: _____ Module Title: _____

Trainee: _____ FTO: _____

PERFORMANCE OBJECTIVE:
 Following demonstration by the designated Field Trainer, the trainee will be able to:

STEPS:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Reads/Reviews Task Document	FTO Explains & Demonstrates	Trainee Explains as FTO Demonstrates	Trainee Explains & Demonstrates	Trainee Practices	Trainee Performs Successfully (Proficiency Test Completed)
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I certify that proficiency was demonstrated by the above trainee concerning this task on _____ (date).

X _____ **FTO**

X _____ **Trainee**

ATTACHMENT 2 – SAMPLE

DAILY OBSERVATION REPORT

REPORT #:	Date:
Trainee's Name:	FTO's Name:
Post(s) Worked:	Shift Worked:

Ratings: **Unsatisfactory, Satisfactory, Excellent, and Outstanding**
 Each rating must include a comment!

AREA OBSERVED	Rating	COMMENTS
General Appearance		
Acceptance of Feedback/Ownership of Performance Issues		
Maintain Security and Custody		
Operate Equipment		
Problem Solving		
Supervise and Observe Inmates		
Provide Inmate Care		
Prepare Written Reports		
Communicate Interpersonally		
Maintain Professional Competencies		
Integrity		

MOST ACCEPTABLE AND/OR STRONGEST AREA (S) OF PERFORMANCE:

LEAST ACCEPTABLE AND/OR WEAKEST AREA OF PERFORMANCE:

ADDITIONAL COMMENTS:

FTO's Signature: _____ *Date:* _____

TRAINEE's Signature: _____ *Date:* _____

Cc: Training File

FIELD TRAINING OFFICER PROGRAM END OF TRAINING REPORT



To: CFSS _____

From: FTO Site Coordinator _____

Date: _____ Work Site: _____

Trainee: _____

The following is an evaluation of the above-named Correctional Officer at the completion of their eighty hours of On-the-Job-Training following Academy training.

1. During the eighty hours of On-the-Job-Training, they exhibited the following strengths:

2. During the eighty hours of On-the-Job-Training, they exhibited the following weaknesses:

3. The following are my recommendations to continue training, and the performance issues of this officer:

4. They completed all required Performance Checklists, and are qualified to work the following post(s):

Comments from all assigned FTOs about the performance of this Trainee:

Signatures

FTO Site Coordinator: _____ Date: _____

Assigned FTO: _____ Date: _____

Assigned FTO: _____ Date: _____

Assigned FTO: _____ Date: _____

Trainee: _____ Date: _____

Trainee's Primary CFSS: _____ Date: _____

FIELD TRAINING OFFICER PROGRAM FOLLOW UP TRAINING REPORT



To: CFSS _____

From: FTO Site Coordinator _____

Date: _____ Work Site: _____

Trainee: _____

The following is an an interactive evaluation with the above-named Correctional Officer two weeks after the completion of their eighty hours of On-the-Job-Training.

1. Skills that the trainee has learned though their training period that are helping them succeed at this job?

2. Questions or concerns that the trainee would like to have addressed?

3. How the trainee feels they are doing in their new role as a Correctional Officer?

4. Weaknesses that we need to address together:

5. Our plan(s) to address any issues or weaknesses indicated above:

Signatures

FTO Site Coordinator: _____ Date: _____

Trainee: _____ Date: _____

Trainee's Primary CFSS: _____ Date: _____