

# State of Iowa Department of Corrections

## Policy and Procedures

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Applicability: Institutions

Policy Code: Public Access

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Chapter 3: INSTITUTION OPERATIONS

Sub Chapter: SECURITY AND CONTROL

Related DOC Policies: AD-TS-02, AD-TS-03, AD-TS-04, AD-TS-04

Administrative Code Reference: N/A

Subject: FIELD TRAINING OFFICER (FTO)

PREA Standards: N/A

Responsibility: Nick Lamb

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Authority:

### 1. PURPOSE

To establish procedures for the implementation of a Field Training Officer (FTO) program for newly hired employees for the Iowa Department of Corrections (IDOC) in accordance with **AD-TS-04**.

### 2. POLICY

It is the policy of the IDOC to provide new employees with adequate knowledge and skills to assume their positions with those competencies that make them safe and positive contributors to the mission of their assigned facility. The New Employee Orientation (NEO) period and New Employee Training (NET) program are utilized to provide employees with information and proficiencies needed to understand how their work contributes to IDOC's philosophy, values, mission, operations, and goals.

### 3. DEFINITIONS

- A. Core Modules - Tasks that apply to all facility operations and are inherent to the responsibilities of a correctional officer's job. They are developed and identified through the FTO committee. Standardized core modules include such examples as:

1. Count;
  2. Searches;
  3. Security rounds;
  4. Evidence handling;
  5. Restraints;
  6. Property;
  7. Report writing;
  8. Professional Communications; and
  9. Emergency Response.
- B. Facility Oversight Committee – A facility level committee that oversees and coordinates the individual facility Field Training Officer program in collaboration with the Field Training Oversight Committee.
- C. Field Training Program - A structured on-site training program for newly hired Correctional Officers. This formal training integrates classroom learning along with hands on demonstration of the core responsibilities and the specific steps involved in completing job-related tasks.
- D. Field Training Site Coordinator – Representative(s) from each facility, appointed by the Warden/Designee, responsible for the oversight and coordination of the facility FTO program.
- E. Field Training Manual - An operational manual that provides direction and guidance in the administration of the standardized Field Training Program of IDOC. The manual shall contain specific Training Modules outlining core responsibilities that must be successfully completed by each probationary officer in the FTO Program. The Field Training Manual shall be reviewed semi-annually by the Field Training Oversight Committee and updated as determined.
- F. Field Training Officer (FTO) - An experienced staff member who has been trained in training techniques, liability, documentation, and trainee evaluation using a performance based training model to conduct job specific, fundamental, task-oriented training.

- G. Field Training Oversight Committee - A committee comprised of representatives from each facility and IDOC Central Office to oversee, monitor, and make recommendations to improve and maintain the standardized Field Training Program. Members of this committee shall include at least one member from each facility's Facility Training Oversight Committee, Program Agency Trainers, and a representative from the IDOC Learning Center (ICLC).
- H. On-the-Job Training (OJT) - A series of structured learning experiences designed to help employees acquire or enhance their knowledge, skills, and ability to understand and effectively perform their specific work duties. This training shall be supervised by their designated FTO and shall be no less than eighty hours in length.

## **4. PROCEDURES**

### **A. Roles**

1. The Agency Trainer shall:
  - a. Be appointed by the Director/Designee.
  - b. Conduct standardized training for appointed FTOs from all facilities.
  - c. Audit facilities as requested or required.
  - d. Provide input and recommendations to the FTO Oversight Committee.
2. The Facility Oversight Committee shall:
  - a. Be appointed by the Warden/Designee.
  - b. Monitor the facility FTO program.
  - c. Provide input and recommendations to the FTO Oversight Committee.
3. The Facility Site Coordinator shall:
  - a. Be appointed by the facility Warden/Designee.

- 1) Each site may appoint more than one coordinator.
- 2) The number of coordinators is at the Warden's discretion.
- b. Attend training and FTO meetings as required.
- c. Oversee site level FTO Program to ensure compliance.
  - 1) Create, maintain and update facility specific training materials.
  - 2) Maintain records of FTO and trainees.
  - 3) Recommend FTO selections to Warden/Designee.
  - 4) Assign FTO duties.
  - 5) Create OJT schedules.
  - 6) Provide input throughout evaluation process during probationary periods.
- d. Create and share new training ideas.
- e. Develop job shadowing.

## **B. Field Training Officer**

1. Eligibility
  - a. Full-time, permanent staff member who has a minimum of two years of experience in the DOC, unless waived by Warden/Designee.
  - b. Recommended by their supervisor.
  - c. Meets job performance expectations.
  - d. Interviewed and appointed by the Warden/Designee.

2. Appointed FTO staff shall:

- a. Successfully complete the FTO training program.
- b. Meet standards on their most current performance evaluation.
- c. Not exceed a one-day suspension within the disciplinary process unless waived by Warden/designee.
- d. Demonstrate a basic knowledge and understanding of existing DOC policies and procedures relevant to their role.
- e. Utilize good oral and written communication skills.
- f. Demonstrate ethical leadership skills conducive to leading and instilling in others sound correctional practices.
- g. Be available to attend training and meetings as required.
- h. Accept schedule adjustments with the assigned staff to accommodate the needed area of training during the 80-hour training period.
- i. Be able to flex hours and/or areas of work as directed.
- j. Wear a DOC-issued FTO pin on the upper left pocket flap.

**C. New Uniformed Staff Training Program – Post Pre-Service**

1. The facility FTO Site Coordinator(s) shall designate an FTO who will be assigned to that probationary officer during the trainee's entire probationary period.

The primary FTO shall be assigned for the trainee's remaining probationary period at the assigned facility upon graduation from the IDOC NET Program.

2. OJT shall be a minimum of 80-hours with additional hours added at the discretion of the FTO Coordinator with approval from the Warden/Designee.
3. Core modules shall be completed during the initial 80-hours.

4. The FTO shall meet with the new staff person and review the day's activities.
5. Identified areas requiring improvement shall meet standards prior to the completion of the probationary period.
6. Trainees shall not be included as part of the shift minimums during the initial 80-hour training period of OJT or until they have successfully passed the approved FTO program. Hours may be adjusted at the discretion of the Warden/Designee for emergency staffing purposes.
7. Both the FTO and trainee may have their hours of work altered during the training period to ensure proper training occurs in all required areas.

#### **D. FTO Manual for Uniformed Staff**

1. Modules shall:
  - a. Be created to address core responsibilities along with facility specific responsibilities and will allow the tracking of the employee's progress.
  - b. Be completed by the end of the 80-hr. OJT period.
  - c. Include the areas/tasks in which the employee has the potential of being assigned within their classification.
2. IDOC and Facility Lesson Plans and Training Materials
  - a. IDOC modules shall be approved by the IDOC Director/Designee.
  - b. Facility lesson plans/training materials shall be approved by the Warden/Designee.
  - c. Shall be reviewed semi-annually or as needed.
3. Evaluations shall be completed by the FTO and trainees.

## **E. Record Retention**

1. The Facility Training Department shall maintain the completed FTO Modules for all staff completing the FTO Program.

## **F. Staff Responsibilities**

1. The Deputy Director of Institution Operations/Designee shall approve and/or maintain:
  - a. Master Program Manuals, forms and training.
  - b. Field Training Oversight Committee.
  - c. Audits.
  - d. Mission.
  - e. Quality Control.
  - f. Agency Trainer appointments.
2. The Warden/Designee shall:
  - a. Approve facility specific FTO Modules.
  - b. Approve appointment of FTOs.
3. Shift Supervisors shall:
  - a. Make/schedule accommodations to meet the training requirements of the FTO program.
  - b. Have the discretion to reassign FTO staff in posts where the trainees have a training need.
4. The FTO shall:
  - a. Facilitate FTO program;
  - b. Maintain records of trainees;
  - c. Attend trainings and meetings as required;

- d. Provide input for new FTO selections to FTO Coordinator;
  - e. Meet with trainees on a regular basis;
  - f. Provide input throughout evaluation process during probationary periods.
5. Trainees shall:
- a. Participate in the FTO Program and meet standards in all required areas;
  - b. Participate in trainings and meetings as required;
  - c. Flex hours and/or areas of work as directed;
  - d. Accept constructive feedback to improve as a Correctional Officer trainee and make adjustments as necessary to conform to IDOC policies and facility procedures;
  - e. Inform FTO of need for additional training if they have areas of concern in a certain skill/topic area.
6. The IDOC Learning Center (ICLC) shall provide representation on the Field Training Oversight Committee.

## **G. Removal of Staff Serving as an FTO**

The removal of an individual from the FTO program may be initiated by a supervisor in that individual's chain of command and approved by the Warden/Designee. An individual may be removed from FTO duties for:

- 1. Not following IDOC policies;
- 2. Not adhering to safety practices as outlined in the modules;
- 3. Not following standardized and approved modules;
- 4. Not representing the IDOC in a positive manner;
- 5. Not completing required training;



6. Not providing training when scheduled;
7. A written reprimand (or higher) for discipline is received; or
8. An unsatisfactory work performance rating is received.

#### **H. Quality Assurance**

1. The Deputy Director of Institutions/Designee will ensure that the Field Training Program Operations Manual is reviewed for updates or changes at least semi-annually. Any updates shall be communicated to staff as soon as changes are made.
2. The ICLC at Central Office will provide assistance as requested and/or necessary.
3. The fidelity of the FTO program will be specifically audited by Deputy Director of Institution Operations/Designee at each institution at least annually.