

State of Iowa Department of Corrections Policy and Procedures

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Applicability: Institutions, CBC, Central Office, IPI

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Chapter 1: ADMINISTRATION & MANAGEMENT

Sub Chapter: TRAINING & STAFF DEVELOPMENT

Related DOC Policies: AD-GA-18; AD-TS-02; AD-TS-03; AD-TS-04; AD-TS-05; IO-SC-36

Administrative Code Reference: N/A

Subject: STAFF PROFESSIONAL DEVELOPMENT TRAINING PROGRAM

PREA Standards: CBC-PREA-03

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1. PURPOSE

To describe the training philosophy, structure, standards and resources of the Iowa Department of Corrections (DOC) as they relate to staff training and professional development.

2. POLICY

It is the policy of the DOC to have a staff development training program that provides each employee with the knowledge and skills necessary to perform their duties as safely and effectively as possible.

The various components of the staff development and training program shall be collaborative in nature to help ensure that programs are offered in the most efficient and effective manner possible. Institutions, districts, and the Iowa Corrections Learning Center shall coordinate schedules, share resources, and utilize regional offerings where feasible.

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3. DEFINITIONS – As referenced in this and other training policies.

New Employee - The following may be considered a “new employee” specifically for training purposes:

Advanced Employee – Management, executive employee, supervisor, or senior clinical/technical specialist professional employee (i.e., physician, pharmacist, lawyer) who has been hired, contracted with, or moved to a new position within the last six months who possesses advanced correctional, clinical, or technical experience and background as designated by the Warden, District Director, or Director of the DOC.

Contract Employee – Full-time or part-time non-DOC employee providing a service, who are hired and paid by a third-party vendor.

Experienced Employee – Employee with previous correctional experience who has moved into a new position by new hire, transfer, promotion, or demotion within the last six months.

New Hire – Recently hired probationary employee or person hired for the first time into a full-time professional service contract position.

Temporary Employee - Full-time or part-time IDOC employees who work no more than 750 hours per year.

Training Personnel and Terms:

Adjunct Training Staff – Instructors certified or designated to teach specialized curricula on a part-time or as needed basis.

Director of Training and Professional Development (hereafter referred to as the DOC Training Director) – DOC staff member responsible for comprehensive oversight of the development, implementation and review of DOC's agency-wide staff development training, policies and staff development programs. DOC Training Directors duties include implementation of the plan, curriculum approval, program audits, evaluations, and supervision of the DOC Learning Center (hereafter referred to as Learning Center). The Learning Center provides centralized oversight, lesson plan development, acts as a certifying agent and provides quality assurance of all training for the Department, including the New Employee Training for new hires.

External Training - Training conducted by an external agency or individual.

Field Training - Job-specific, fundamental task orientated training conducted by a certified Field Training Officer (FTO) that includes documentation and evaluation using a performance-based training model. FTO training shall not commence until NET has been completed.

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 orientated training.

Iowa DOC Learning Management System (DOC LMS) - A software application utilized to create, manage, deliver, and track DOC educational courses, training programs, and learning and development plans.

Internal Training - Training conducted by a DOC employee.

Mandated Training - All identified staff development and training requirements defined by statute, code, rules, policies, and administrative directive.

New Employee Orientation (NEO) - Local training process that familiarizes new hires with the IDOC's culture, basic policies, and overall structure.

New Employee Training (NET) - Training which provides the specific skills and knowledge needed for staff to perform their job effectively.

On the Job Training (OJT) - A hands-on method of teaching employees skills, knowledge, and competencies needed for their job duties, occurring in the actual work environment.

Staff Development Training Audit - Formal review and evaluation of training operations for compliance with statute, code rule or policy, and performance improvement effectiveness.

Staff Development Training Needs Assessment - Formal process to examine and review information to identify basic performance competency needs of new staff and performance development improvement needs of existing staff as related to agency need.

Training Coordinator – District staff responsible for local district training to include, but not limited to coordination and delivery of new employee orientation and ongoing training requirements.

Training Specialist I - Full time staff responsible for local Institution training to include, but not limited to coordination and delivery of new employee orientation and ongoing training requirements.

Training Specialist II – Full-time staff with statewide responsibilities that include, but are not limited to design, development, delivery, evaluation, and oversight of training programs for the DOC Learning Center, Institutions, and Community Based Corrections.

Training and Staff Development Standards – Expectations set by authorities as described in IV.A.1 below.

Training Plan - The plan for providing staff development and training to all staff during a fiscal year.

Training Year - Normally a fiscal year unless otherwise defined as certification period.

4. PROCEDURES

A. Standards and Requirements

1. The DOC through the Director of Training shall establish training/professional development standards and attendance requirements for the orientation of all new employees and the ongoing professional development of staff at all institutions and districts.

2. Training standards are based on the needs identified by the Director of Training, Central Office and local Executive Teams, Needs Assessments, and recommendations of the Corrections Professional Training Consortium.
 - a. Minimum standards may reflect a minimum number of training hours, training courses or required documentation of competency.
 - b. Competencies of job classifications may be identified using a job analysis process, certification or licensure requirements, legal mandates, or other analysis of the type and quantity of training required for particular positions and job responsibilities.
 - c. Standards shall be reviewed annually by the Director of Training in collaboration with leadership.
3. Training for new employees shall be competency based and provide new employees and/or employees moving into new positions with the basic information and knowledge to perform the essential functions of their assigned job duties. Also see DOC policy **AD-TS-04**, *Orientation and New Employee Training*.
4. In-service training shall be provided to maintain and improve employee skills, competencies, and knowledge. Also see DOC policy **AD-TS-05**, *In-Service Training*.
5. Individual employee training and development needs shall be assessed, and training and professional development plans shall be noted on their annual performance evaluation by their supervisor. These plans shall address any mandatory training, specialized job requirements, or development plans for that employee.

B. Structure and Responsibility

1. The DOC Training Director is responsible for policies, implementation, administration, operation, audit process, and evaluation of the DOC's statewide training programs. This person shall have experience in program administration and training in the development and delivery of training programs.
2. Each Warden and District Director is responsible for ensuring the local implementation of the DOC's training program, and implementation and compliance of all training and staff development policies.

3. Qualified trainers and content experts shall conduct training. FTOs shall be utilized for on-the-job (OJT) training whenever possible. Also see DOC policy **AD-TS-02**, *Certification of Trainers* and **IO-SC-36**, *Field Training Officer (FTO)*.
4. The DOC Training Director shall review and approve all Pre-Service and mandatory In-Service training lesson plans and curricula support materials for ongoing staff development programs to ensure the integrity of content and utilization of sound training principles. (One-time special topic seminars shall not need to be submitted.) The DOC Training Director may call upon input from subject matter experts for review and critique.

C. Program Implementation

1. The DOC Training Director shall oversee the DOC Training Program. The DOC Training Program includes New Employee Training, In-Service Training, Specialized Training, and Job Specific Training.
2. The DOC Training Director shall provide oversight of institutional and district training staff. This oversight shall include the hiring and evaluation of full-time Training Specialists who shall complete at least a 40-hour Training for Trainers course.
3. Local training staff shall take direction from the DOC Director of Training on Department training issues. The institutional/district shall designate the responsibility for local supervision.
4. On the organization charts, there shall be a dotted line from the local Training Specialist or Training Coordinator to the DOC Director of Training.
5. The DOC Training Director shall develop the annual DOC Training Plan. The Training Plan shall be based on the assessment of needs as identified by the DOC Director of Training, Executive Teams, the recommendations of the Corrections Professional Training Consortium/leadership, Institution/District Training Committees, Needs Assessments, Student Feedback Forms and other departmental goals and needs. The Training Plan shall outline priorities, content, and delivery methods and resources.
6. The Training Plan shall be outlined in the DOC LMS and approved by the DOC Director. The DOC's training year shall correspond with the fiscal year, unless otherwise defined by a specific program or certification period.

7. Each Warden/Director shall ensure the DOC Annual Training Plan is implemented and any additional or unique training needs specific to that institution or district are met. The institution/district Training Plan shall be included in the Warden/District Director's performance plan.
8. Notices of training opportunities shall be distributed electronically and/or added to the [Statewide Calendar](#) on [Corrections Connection](#) in the DOC portal

D. Training Program Content

1. The DOC Training Director shall establish minimum content and hour requirements. Training should encompass organized, planned, and evaluated activity designed to achieve specified learning objectives that increase knowledge, skill, and abilities or competencies. Training activities shall have requirements for completion, attendance records, and a system to document completion or measure knowledge learned. Classes may include, but are not limited to, classroom instruction taught by instructors, managers or officials, as well as other recognized educational strategies and technologies such as eLearning, instructor supervised video based instruction, and self-study instruction. Curricula may be developed with the assistance and input of source experts.
2. Staff may attend outside classes, seminars, etc., related to the job duties as approved by their direct supervisor and shall document approved training external to DOC in External Training in DOC LMS for credit.
3. Proper documentation, such as course descriptions, instructor credentials, exam scores, transcripts, certificates, continuing education units (CEUs), etc., should be documented as needed. Participation in outside training and educational programs, including membership in local, state and national professional organizations is encouraged and supported.
4. The Learning Center develops and distributes all lesson plans to institutions and districts. If a facility requires a specialized course to meet unique local needs, they shall first coordinate with the Learning Center. All new courses shall be evidence-based, operationally necessary, and supported by available resources. Every lesson plan shall include clear performance objectives and tools for measuring learner success.
5. The DOC Training Director shall review mandatory courses at least annually and update as needed to ensure that they continue to meet the changing needs of staff and the agency.

E. Training Records

1. All DOC training for employees shall be entered into the DOC LMS within the guidelines and instructions issued.
2. Confidentiality/Access – An employee's training record shall be accessible to the employee, Learning Center staff, Training Specialists or Training Coordinators, the employee's supervisor, the appointing authority, staff that are responsible for tracking training, and at the employee's written request.
3. Training Specialists/Coordinators shall ensure records are submitted for each session in the LMS.
4. The following records shall be kept for each employee:
 - a. Record of courses attended, scores, performance/ comprehension evaluations.
 - b. Certificates, certifications received.
 - c. Compliance with training requirements for that employee's position or job duties.
5. All training records shall be kept per DOC Records Retention policy, AD-GA-18 (PER 01-01.G).

F. Evaluation/Reports

1. Training goals and objectives, including performance measures for successful completion, shall be established for training classes and activities.
2. At the conclusion of training, trainee comprehension and development of skills and abilities shall be measured to ensure that trainees can demonstrate the necessary competency or proficiency.
3. Trainees shall be asked to complete a course evaluation of the course content, relevance, delivery, and if it met the course objectives following each mandatory course.
4. The DOC Training Director shall ensure that training programs are audited and evaluated on an ongoing formal basis for compliance with policy and standards,

effectiveness, relevance, performance/ outcome issues, and customer satisfaction of trainees, supervisors, and administration. The progress toward annual goals, objectives, and performance measures shall be measured on an ongoing basis and District Directors and Wardens are responsible for monitoring through the data provided through the Learning Center Dashboard.

5. The DOC Training Director shall prepare an annual report on the training program and submit this report to the Director. Institution and District Training Specialist/Designee shall prepare an annual report and submit to the Warden/District Director, DOC Training Director, and respective Deputy Director of Institution or CBC Operations.

The training report shall contain:

- a. Courses offered.
- b. Number of staff trained by category of staff and course.
- c. Goals of training program.
- d. Evaluation of training provided by participants and by supervisory staff.
- e. Issues the training program targeted for the fiscal year.
- f. Fiscal implications of training program.

G. Training Resources

1. The DOC shall provide training resources, facilities, space, and equipment appropriate for the training being offered.
2. Training shall be conducted in a manner to ensure the health and safety of staff involved and shall comply with any safety standards, policies, and regulations. Specific requirements for courses such as firearms, chemical agents, etc., shall be noted in related policies and lesson plans.
3. The training program shall make reasonable accommodations for physical or mental impairments.
4. The DOC may utilize outside training resources including public and private agencies, industry, colleges, universities, and libraries. Efforts shall be made to share resources, conduct joint planning, offerings, and partnerships with

neighboring states, federal government, community colleges, and collateral agencies.

5. Staff development and training shall be supported by the financial and in kind resources of the DOC. Staff may be compensated for expenses and time spent for authorized training. Required training shall be considered to be work time for payroll purposes.

Replaces Policy PR-II-39.

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