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| Massachusetts Department of Correction<br>**POLICY** | Effective Date<br>9/24/2025<br>Annual Review Date<br>8/20/2026 | Responsible Division<br>Deputy Commissioner, Human Resources |

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| Policy Name<br>103 DOC 216<br>Training and Staff Development | Regulation Reference:<br>M.G.L. c. 124 § 1(h); M.G.L. c. 125 § 9 |
| | DOC Policy Reference:<br>103 DOC 201; 103 CMR 505; 103 DOC 559; 103 DOC 652; 103 DOC 653 |
| | ACA/PREA Standards:<br>1-CTA-1A-01; 1-CTA-1A-02;1-CTA-1A-03; 1-CTA-1A-04; 1-CTA-1A-07; 1-CTA-1A-11; 1-CTA-1A-12; 1-CTA-1A-13; 1-CTA-1A-14; 1-CTA-1A-15; 1-CTA-1C-01; 1-CTA-1D-01; 1-CTA-1D-02; 1-CTA-1D-03; 1-CTA-3A-01; 1-CTA-3A-03; 1-CTA-3A-04; 1-CTA-3A-05; 1-CTA-3A-06; 1-CTA-3A-08; 1-CTA-3A-09; 1-CTA-3A-10; 1-CTA-3A-11; 1-CTA-3A-12; 1-CTA-3A-13; 1-CTA-3A-14; 1-CTA-3A-15; 1-CTA-3A-16; 1-CTA-3A-17; 1-CTA-3A-19; 1-CTA-3A-21; 1-CTA-3A-22; 1-CTA-3A-23; 1-CTA-3A-24; 1-CTA-3C-04; 1-CTA-3F-01; 1-CTA-3F-02; 1-CTA-3F-04; 1-CTA-3A-21-1; 1-CTA-3A-21-2; 1-CTA-3A-21-3; 1-CTA-3A-21-4; 2-CI-1A-3; 2-CI-6C-5; 2-CI-6C-6; 2-CI-6C-7; 2-CI-6C-7-1; 2-CI-6C-7-2; 2-CO-1D-01; 2-CO-1D-02; 2-CO-1D-04; 2-CO-1D-05; 2-CO-1D-06; 2-CO-1D-07; 2-CO-1D-08; 2-CO-1D-09; 2-CO-1D-10; 2-CO-5E-02; 4-ACRS-1C-04; 4-ACRS-7B-10; 4-ACRS-7B-11; 4-ACRS-7B-12; 4-ACRS-7B-13; 4-ACRS-7B-14; 4-ACRS-7B-15; 4-ACRS-7B-16; 4-ACRS-7B-17; 4-ACRS-7B-17-1; 4-ACRS-7B-18; 4-ACRS-7B-19; 5-ACI-1D-01; 5-ACI-1D-02; 5-ACI-1D-03; 5-ACI-1D-04; 5-ACI-1D-05; 5-ACI-1D-06; 5-ACI-1D-07; 5-ACI-1D-08; 5-ACI-1D-10; 5-ACI-1D-11; 5-ACI-1D-12; 5-ACI-1D-13; 5-ACI-1D-14; 5-ACI-1D-15; 5-ACI-1D-16; 5-ACI-1D-17; 5-ACI-1D-18; 5-ACI-1D-19; 5-ACI-1D-20; 5-ACI-1D-21; 5-ACI-1D-22; 5-ACI-3B-10; 5-ACI-3B-13; 5-ACI-3C-04; 5-ACI-3D-14; 5-ACI-6B-07; 5-ACI-6B-13 |
| Attachments<br>Yes ☒ No ☐<br>Library<br>Yes ☒ No ☐ | Applicability: Staff |
| Public Access<br>Yes ☒ No ☐ | Location:<br>Department's Central Policy File<br>Each Institution's Policy File |

**PURPOSE:**
The purpose of this document is to establish Department of Correction (Department) Policy concerning employee training and development.

**RESPONSIBLE STAFF FOR IMPLEMENTATION AND MONITORING OF POLICY:**
Deputy Commissioner of Human Resources
Director of the Division of Staff Development
Superintendents/Division Heads

**CANCELLATION:**
103 DOC 216 cancels all previous Department policy statements, bulletins, directives, orders, notices, rules and regulations regarding training and staff development which are inconsistent with this policy.

**SEVERABILITY CLAUSE:**
If any part of 103 DOC 216 is for any reason, held to be in excess of the authority of the Commissioner, such decision shall not affect any other part of this policy.

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## 216.01 DEFINITIONS

Certified Departmental Trainer: A Certified Departmental Trainer is an employee, or contractual staff person, who has successfully completed the necessary program requirements and is able to competently perform the duties or tasks associated with each level of certification.

Field Training Officer (FTO): An employee designated by the Superintendent/Division Head to provide coaching, mentoring and evaluation of assigned trainees through a structured On-the-Job (OJT) program.

Certified Lesson Plan: Lesson plans that are evaluated and approved by the reviewing authority based upon curriculum development standards set forth by the Director of the Division of Staff Development. These lesson plans shall be reviewed annually.

Crisis Intervention Team (CIT): A voluntary group of institution level employees recommended by the Superintendent and reviewed/approved by the CNT Commander for use in any situation that may necessitate crisis intervention. These situations may include, and are not limited to, barricade subjects, hostage takings, attempted suicides, and/or any other disturbances that pose a threat to the safety of staff, incarcerated or civilly committed individuals, and/or the public.

Crisis Intervention Team (CIT) Committee: A voluntary group of individuals, to include representatives from the Health Services Division, Division of Staff Development, Mental Health Services Contracted Provider, and Crisis Negotiation Team members.

Crisis Negotiation Team (CNT): Appointed employees comprised of specially trained intervention specialists, as directed by the Commissioner.

Curriculum Review: The process by which Departmental Lesson Plans undergo review, either during a scheduled annual review or as necessitated by changes in policy, laws or direction of the Commissioner or designee.

Director of Staff Development (hereinafter "Director of DSD"): The chief administrative officer of the Division of Staff Development.

Facilitator Guide: A training delivery job aid, typically built from core curriculum. In instances where there is no core curriculum, a facilitator guide may be developed from a source approved by the Director of the Division of Staff Development or their designee.

In-Service Training: In-Service Training is a system of continuous learning that supports the Department's philosophy and goals aimed at increasing the performance of its workforce and overall organizational development.

Pre-Service Training: Training that all newly hired personnel are required to

receive prior to undertaking their job assignments.

Training: An organized, planned, and documented activity designed to impart knowledge and skills to enhance job performance. The elements of defendable training include:

- Based on specific performance objectives;
- Must be job related where something relevant is learned;
- From an appropriate source qualified by credentials;
- Of sufficient duration reasonably related to the complexity/importance of the topic;
- Delivered to appropriate staff.

Training Credit Hour: Amount of work represented in intended learning outcomes and verified by evidence of student achievement.

Training Year (TY): July 1 through June 30.

## 216.02 DSD STRUCTURE/OPERATIONS

A. Overview

The training and staff development programs are planned, coordinated, and supervised by the Director of DSD. The qualifications for this supervisory position shall include, at a minimum, the following: a bachelor's degree in criminal justice or related field, five (5) years of related administrative experience, and demonstrated administrative ability and leadership. The Director of DSD is responsible for overall management and leadership of DSD, to include the DOC Training Academy. In addition, the Director of DSD is responsible for the development, implementation, and maintenance of systems and structures that are aligned to use training and staff development as a strategic performance management tool that supports the Department's philosophy and goals.

1. DSD employees shall participate in the formulation of policies, procedures, budgets and training programs. New or revised policies and procedures shall be disseminated to staff and volunteers, and when appropriate, to incarcerated individuals and civil commitments assigned to a work crew prior to implementation.

2. DSD goals, measurable objectives and standard operating procedures shall be developed and reviewed annually by the Director of DSD and designated staff.

3. At a minimum, DSD staff shall be trained to respond to emergency health-related situations. They are trained in Cardiopulmonary Resuscitation (CPR), Automated External Defibrillator (AED) and First Aid.

4. Regular meetings shall be held between the Director of DSD or designee and the team leaders, and the team leaders and their staff members. The Director of DSD or designee shall conduct a monthly meeting with the DSD staff.

5. Develop written policy, procedure, and practice provide for a communications system within the DSD and between the DSD and the community in the event of urgent, special, or unusual incident or emergency situations.

6. Department employees, participants, or contractual staff shall follow the DSD's procedures, which govern the process by which individuals identified by any of the above personnel are notified in case of serious illness or injury.

7. The DSD maintains an Emergency Contact List in the event of an emergency for all DSD employees and those participating in the Pre-Service Training Programs. All other notifications are coordinated by the assigned institution/division.

B. Curriculum Development and Delivery

The Department shall utilize the following curriculum development and delivery models as the framework to guide instructional practices:

1. National Institute of Corrections: Foundation Skills for Trainers

This program shall provide participants with the preparation, presentation, and platform delivery skills needed to conduct training using established curricula. Focus areas include the needs and characteristics of adult learners, learning styles, the role of the correctional trainer, managing a learner-centered training environment, asking and responding to questions, writing and facilitating lesson plans, teaching to performance objectives, and basic teaching methods.

2. Field Training Officers (FTO) Certification Program

All new FTOs designated by the Superintendent/Division Head shall complete a certification program as approved by the DSD.

The Department shall utilize varied levels of instructors/facilitators to support the delivery of training outlined below:

a. Centralized Training: Centralized Training is generally developed and delivered under the direct supervision of DSD. The primary instructor for all centralized training courses shall be a Certified Departmental Trainer authorized by the Director of DSD.

b. Institution/Division Specific Training: Institution/Division Specific Training is generally developed and delivered under the direct supervision of the Superintendent/Division Head. All Institution/Division specific training shall be supervised by a Certified Departmental Trainer and delivered by qualified personnel (certified trainers, supervisors, managers, subject matter experts) authorized by the Superintendent/Division Head.

## 216.03 DSD VISION STATEMENT

We are innovative leaders building a learning organization through staff development.

## 216.04 DSD MISSION STATEMENT

To empower and cultivate a skilled and resilient workforce with the Department of Correction, the Division of Staff Development is dedicated to providing comprehensive and innovative training programs. Through continuous learning opportunities, mentorship, and professional growth initiatives, we aim to enhance operational excellence, foster a culture of integrity, and ensure the safety and rehabilitation of our community.

## 216.05 RECRUIT TRAINING PROGRAM (RTP)

A. RTP is a component of Pre-Service Training designed to prepare all new Department employees with direct incarcerated individual or civil commitment care and custody responsibilities with the foundation knowledge, skills, competencies and values to perform the essential duties of a correctional professional aligned to the Department's mission and goals.

B. The Division of Staff Development maintains two (2) locations for its Training Academy:

1. The DOC Training Academy is located at DOC Headquarters in Milford, Massachusetts.

2. The Recruit Training Program (RTP) is located at the Shirley Training Academy in Shirley, Massachusetts.

C. All recruits with the title of Correction Officer I are required to attend a one hundred sixty (160) or more credit hour RTP.

D. All recruits with the title of Correction Officer I/Head Cook, Correctional Program Officer A/B and Recreation Officer I are required to attend a one hundred sixty (160) or more credit hour RTP.

E. All recruits with the title of Industrial Instructor are required to attend a one hundred sixty (160) or more credit hour RTP.

F. At a minimum, the recruit training curriculum shall cover, but not be limited to, the following areas: security and safety procedures; emergency and fire procedures; supervision of offenders; the rules of incarcerated individual and civil commitment conduct/the rationale for the rules and the sanctions available; suicide intervention/prevention; use of force; offender rights; key control; interpersonal relations; communication skills; standards of conduct; cultural awareness; sexual abuse/assault intervention; code of ethics; domestic violence; sexual harassment; restraints; OC; firearms (Correction Officer I's only); the prevention and elimination of workplace violence; Criminal Justice Information Systems (CJIS) required trainings; and all Commonwealth required trainings within MassAchieve.

## 216.06 RECRUIT TRAINING PROGRAM HANDBOOK

All recruits shall be provided with a copy of the Recruit Training Program Handbook (hereinafter "Handbook") prior to the start of the RTP. Each recruit shall sign an acknowledgement of receipt for the Handbook and shall adhere to its content throughout the training program.

## 216.07 INSTITUTION/DIVISION ORIENTATION TRAINING

A. All employees required to attend RTP shall receive a minimum of forty (40) credit hours of Institution/Division Orientation Training before undertaking their assignments. This training shall include, at a minimum, the following: orientation to the purpose, goals, policies, procedures, regulations and historical perspective of the institution and its working conditions; employee responsibilities and rights; emergency and fire procedures. Depending upon the employee's particular job requirements, the orientation training may include some preparatory instruction related to their particular job assignment.

B. All transfers or newly promoted positions from outside of the institution shall receive a minimum of forty (40) credit hours of Institution/Division Orientation Training before undertaking their assignments. This training shall include, at a minimum, the following: orientation to the purpose, goals, policies, procedures, regulations and historical perspective of the institution and its working conditions; employee responsibilities and rights; emergency and fire procedures. Depending upon the employee's particular job requirements, the orientation training may include some preparatory instruction related to their particular job assignment.

## 216.08 FIELD TRAINING PROGRAM (FTP)

A. The FTP is a structured on-the job training program designed to bridge the foundation knowledge, skills and competencies received from recruit

training to the workplace environment, under the coaching and mentoring of Certified FTOs.

B. All staff with the title of Correction Officer I, Correction Officer I/Head Cook, Correctional Program Officer A/B, Recreation Officer I and Industrial Instructor shall participate in the FTP throughout their designated probationary period at their assigned institutions following successful completion of the RTP. The Superintendent shall ensure that all training documentation is completed in accordance with the FTP timeline and the Field Training Officer curriculum.

C. The Superintendent shall designate a secure area in which the FTO folders are kept. These folders are to be completed, in their entirety, by the end of the new staff member's probationary period.

## 216.09 FEMALE OFFENDER TRAINING

Employees working directly with the female offender population shall receive specialized training in addition to their Institution Orientation.

Upon completion of the RTP, all newly assigned employees to a female offender institution shall receive specialized training in addition to their Institution Orientation prior to undertaking their job assignments.

The Director of DSD shall ensure that a specialized training curriculum is maintained and reviewed annually.

## 216.10 NEW EMPLOYEE ORIENTATION (NEO)

Pre-Service training for all new employees, to include contractors/vendors and interns who are not mandated to attend RTP shall receive forty (40) credit hours of NEO prior to undertaking their job assignments. NEO shall include Institution/Division specific training.

The NEO, at a minimum, shall include instruction in the following: the purpose, goals, policies, and procedures for the institution (if applicable) and the Department; security and contraband regulations; key control; appropriate conduct with offenders; the rules of incarcerated individual and civil commitment conduct/the rationale for the rules and the sanctions available; responsibilities and rights of employees; universal precautions; occupational exposure; personnel protective equipment; biohazard waste disposal; emergency and fire procedures; safety procedures; interpersonal relations; communication skills; sexual harassment; sexual abuse/assault intervention; domestic violence; the prevention and elimination of workplace violence; an overview of the correctional field; CJIS required trainings; and all Commonwealth required trainings within MassAchieve.

The sophistication level and amount of training should be based on the employee's need to know and their job assignment.

## 216.11 IN-SERVICE TRAINING

A. In-Service Training shall consist of mandatory courses/topics designed to meet the annual minimum training requirements specific to all position categories. This training shall include, at a minimum, the following areas: standards of conduct/ethics, security/safety/fire/medical/emergency procedures, supervision of offenders including training on sexual abuse and assault, use of force; CJIS required trainings; and CPR/AED – First Aid. Additional courses/topics shall be available to support the personal growth and ongoing competency development of employees in diverse job classifications, position titles or specialized duties.

Staff assigned to Divisions will attend an In-Service program within their Division.

B. The Department shall utilize a variety of resources to deliver In-Service Training through the most effective, efficient and productive means to achieve the following goals:

1. To ensure compliance with annual training standards, and legislative, judicial or executive actions and increased awareness of agency policy changes;

2. To maintain annual certifications/qualifications required of the position;

3. Provide ongoing competency development that supports the essential duties of a position;

4. To support continuous organizational and individual professional development aligned to the Department's philosophy and goals.

C. The DSD shall identify annual In-Service Training requirements through assessment tools, administrative/committee recommendations and relevant accreditation standards and collective bargaining agreements.

D. The DSD shall oversee the design and delivery of the In-Service Training Program.

E. All institution/division personnel shall be trained in the implementation of written emergency plans. Work stoppage plans shall be communicated only to appropriate supervisors or other personnel directly involved in the implementation of those plans.

## 216.12 INNER PERIMETER SECURITY (IPS) TRAINING

All newly assigned staff to the IPS Team/Investigators shall successfully complete the IPS Induction Program including the Sexual Assault Investigators Training

(SAIT) upon the subsequent program offering.

## 216.13 PRISON RAPE ELIMINATION ACT (PREA) TRAINING

A. All employees shall receive training on PREA. The employee shall receive additional training if the employee is reassigned from an institution that houses only male incarcerated individuals and civil commitments to an institution that houses only female incarcerated individuals and civil commitments, or vice versa, as well as training on the requirement of 103 DOC 652, *Identification, Treatment and Correctional Management of Inmates with Gender Dysphoria* and 103 DOC 653, *Identification, Treatment and Correctional Management of Gender Non-Confirming Inmates* regarding the care and treatment of Gender Non-Conforming incarcerated individuals and civil commitments.

B. Employees with incarcerated individual and civil commitment contact shall receive refresher training every two (2) years to ensure that all employees know the agency's current sexual abuse and sexual harassment policies and procedures. In years in which an employee does not receive refresher training, the agency shall provide refresher information on current sexual abuse and sexual harassment policies.

C. Volunteers and contractors who have contact with incarcerated individuals and civil commitments shall be trained on their responsibilities under the sexual abuse and sexual harassment prevention, detection, and response policies and procedures. The level and type of training provided shall be based on the services they provide and level of contact they have with incarcerated individuals and civil commitments, but all volunteers and contractors who have contact with incarcerated individuals and civil commitments shall be notified of the agency's zero-tolerance policy regarding sexual abuse and sexual harassment and informed how to report such incidents. Appropriate documentation shall be maintained indicating they have received the training.

## 216.14 ADMINISTRATIVE/MANAGERIAL TRAINING

All administrative and managerial staff shall receive forty (40) credit hours of training in addition to NEO training during their first year of employment and forty (40) credit hours of training each year thereafter in areas relevant to their position.

## 216.15 CORRECTION OFFICER TRAINING

All new Correction Officers shall complete the one hundred sixty (160) or more credit hour RTP and a minimum of forty (40) credit hour Institution Orientation prior to undertaking their job assignments. In addition, all Correction Officers shall complete the FTP-CO I and forty (40) credit hours of In-Service Training each year thereafter.

## 216.16 PROFESSIONAL SPECIALIST TRAINING

Professional specialist employees who have regular or daily contact with incarcerated individuals and civil commitments shall receive forty (40) credit hours of training in addition to NEO training during their first year of employment and forty (40) credit hours of training each year thereafter. New Correction Program Officers A/B are required to attend the one hundred sixty (160) or more credit hour RTP, and a minimum of forty (40) credit hour Institution Orientation prior to undertaking their job assignments. In addition, all Correction Program Officers shall complete the FTP-CPO A/B.

## 216.17 SUPPORT EMPLOYEES TRAINING

Support employees who have regular or daily contact with incarcerated individuals or civil commitments shall receive forty (40) credit hours of training in addition to NEO training during their first year of employment and forty (40) credit hours of training each year thereafter. New Industrial Instructors and Recreation Officers are required to attend their respective RTP,FTP, and forty (40) credit hours of training each year thereafter.

## 216.18 CLERICAL/SUPPORT TRAINING

Clerical/support employees who have minimal or no contact with incarcerated individuals and civil commitments shall receive sixteen (16) credit hours of training in addition to NEO training during their first year of employment and sixteen (16) credit hours of training each year thereafter.

## 216.19 PART-TIME, CONTRACTOR, AND INTERN TRAINING

Part-time employees, contract personnel, and Department interns shall receive formal orientation appropriate to their assignments and additional training as needed. All part-time employee orientation training shall be approved by the Director of DSD.

## 216.20 REINSTATEMENT

A. Employees in direct care positions reinstated after a service interruption of more than twelve (12) months up to five (5) years shall attend a forty (40) credit hour review and update training, and forty (40) credit hours of institutional/orientation prior to assuming any job assignment. A service interruption of more than five (5) years of service shall require completion of the pre-employment pre-screening process and recruit training as defined in the 103 DOC 201, *Selection and Hiring Policy.*

Employees in direct care positions returning from extended military leave shall complete the Military Reintegration Training Program (MRTP).

B. Employees in non-direct care positions reinstated after a service interruption of more than twenty-four (24) months shall complete the NEO Program. Employees in non-direct care positions reinstated after a service interruption of more than twelve (12) months and less than twenty-four (24) months shall complete Suicide Prevention Refresher Training, PREA Refresher Training and Site-Specific Training at their respective Institution/Division.

## 216.21 DEPARTMENTAL TRAINING ADVISORY COMMITTEE (DTAC)

A. The Department shall maintain a DTAC, which shall:

1. Assist the Director of DSD in assessing the Department's training needs;

2. Review and recommend to the Director of DSD the projected training needs of the Department.

B. The DTAC shall meet at least annually and maintain written records of all meetings, deliberations, and recommendations.

C. The DTAC shall be composed of a balanced cross section of agency personnel. The Director of DSD shall coordinate the meetings.

## 216.22 INSTITUTION/DIVISION TRAINING ADVISORY COMMITTEE

Each institution/applicable division shall have a Training Advisory Committee (hereinafter "Committee") comprised of the ITO/DTC or designated supervisory employee and representatives from other institutional/division areas, which shall develop the Annual Training Plan (ATP). The committee shall meet at least quarterly to review progress and resolve problems. A written record of these meetings shall be forwarded to the Superintendent.

## 216.23 ANNUAL TRAINING PLANS

A. The DSD shall develop, evaluate, and update the Annual Departmental Training Plan based on an annual needs assessment that identifies current job-related training requirements.

B. Each Superintendent and Division Head shall maintain an Institution/applicable Division Training Plan based on an annual needs assessment that identifies current job related and career development training requirements.

The Institution/applicable Division Training Plan shall follow the prescribed format in Attachment #1 and shall be submitted to the Director of DSD annually for review and approval prior to September 30th.

C. Annual Training Plans shall be required of all Special Operations Response Units (SORUs) in accordance with 103 DOC 559, *Special Operations Response Units*.

## 216.24 LESSON PLANS

A. There are two (2) types of Certified Lesson Plans:

1. Departmental Lesson Plans: Lesson plans that address core Department training needs and are approved by a designated subject matter expert and the Director of DSD. The Division of Staff Development shall maintain updated Departmental Lesson Plans on file. These lesson plans can be found on PowerDMS.

2. Institution/Division Lesson Plans: Lesson plans that address institution/division-specific training needs and are approved by the institutional/divisional training officer (ITO/DTC) and the Superintendent/Division Head. These lesson plans are subject to the curriculum standards set forth by the Director of DSD and are reviewed annually.

B. Curriculum reviews shall be reviewed and approved by the Director of DSD or designee. The ITO/DTC and the Superintendent/Division Head shall review respective Lesson Plans at the applicable institution or division. The Director of DSD or designee shall conduct periodic reviews of each Institution/Division's Lesson Plans.

C. To maintain Department curriculum standards and to assure course integrity, certified lesson plans developed in accordance with the DSD's Curriculum Review Standards shall be used for all Pre-Service and regularly taught In-Service Courses. Lesson plans shall remain on file at the DSD or Institution/Division and are available for reference. Lesson plans can be found on PowerDMS. Distribution of lesson plans is at the discretion of the Director of DSD.

## 216.25 FACILITATOR GUIDES

A. Facilitator guides shall serve multiple purposes:

1. It serves as a study guide for facilitators and instructors to prepare to lead a course;

2. It serves as a delivery guide for facilitators and instructors to stay on topic and on time during lesson delivery, and;

3. Should another instructor need to deliver the material, the instructor should be able to use the facilitator guide to ensure that all of the main objectives of the lesson plan are covered.

B. In instances where training is to be delivered as site-specific (New Employee Orientation, In-service site-specific, etc.), facilitator guides shall be developed. These facilitator guides must be reviewed at least annually by the Superintendent/Division Head or designee for appropriateness and are subject to review by the Director of DSD or designee. These facilitator guides shall be conspicuously maintained in the institution/division training officer's office.

## 216.26 INSTITUTION TRAINING OFFICERS (ITO)/DIVISION TRAINING COORDINATORS (DTC)

Superintendents/Division Heads shall designate a qualified supervisory employee as ITO/DTC who shall plan, coordinate and supervise the training responsibilities of the Institution/Division.

A. The Deputy Superintendent of Operations shall oversee the major duties and responsibilities of ITOs to include:

1. Maintain training records and evaluations;

    a. A record for each course scheduled shall be maintained to include the following:
    b. Attendance record;
    c. Lesson plans or facilitator guide;
    d. Instructor's name;
    e. Course evaluations;
    f. Course beginning and ending dates;
    g. Participant test results; if applicable;
    h. A record of certificates awarded.

2. Conduct job task analysis and needs assessments;

3. Develop curriculum and lesson plans, including instructional and assessment strategies, for institutional, regional and/or Departmental use;

4. Conduct training sessions at the institution/division and regional training sites in a wide variety of topics;

5. Evaluate the effectiveness of training programs by observation and performance appraisal;

6. Develop and implement on-the job training programs;

7. Develop, implement, and monitor institution training plans, according to procedures specified by the DSD;

8. Attend meetings and professional development workshops as required by the DSD;

9. Ensure that all new staff are scheduled to attend NEO and facilitate institution/division orientation;

10. Submit training reports as required.

B. The Division's Director or designee shall oversee the major duties and responsibilities of the DTCs to include:

1. Maintain training records and evaluations;

2. Develop, implement, and monitor division training;

3. Attend meetings and professional development workshops;

4. Ensure that all new staff are scheduled to attend NEO and facilitate division orientation;

5. Submit training reports as required.

## 216.27 USE OF FORCE TRAINING

A. All personnel charged with care and custody duties shall be trained in approved methods of de-escalation, control/compliance techniques, self-defense/defensive tactics and the use of force as a last resort to control incarcerated individuals and civil commitments.

B. All personnel with responsibilities to authorize or review Use of Force incidents (Profiles 2, 3, 4, 5, 6, 7, and 9 in the Use of Force Database) shall complete the Use of Force for Reviewing Authorities and any associated Refresher training in accordance with 103 CMR 505, *Use of Force* and associated Standard Operating Procedures.

C. All managers charged with authority to authorize the use of OC, Chemical Agents, Specialty Impact Munitions/Distraction Devices, Batons, and ECDs shall receive specialized training within the first year of becoming a manager, and every four (4) years thereafter in accordance with 103 DOC 509, *OC/Chemical Agents/Specialty Impact Munitions/Distraction Devices, Batons, and Electronic Control Devices*.

D. Cell/Area Extraction Team Member training shall be conducted in accordance with 103 CMR 505, *Use of Force* and associated Standard Operating Procedures. Such training shall be considered valid within five (5) years of completion date.

E. Cell/Area Extraction Team Leader training shall be conducted in

accordance with 103 CMR 505, *Use of Force* and associated Standard Operating Procedures. Such training shall be considered valid within five (5) years of completion date.

F. Video Operator training shall be conducted in accordance with 103 CMR 505, *Use of Force* and associated Standard Operating Procedures. Such training shall be considered valid within five (5) years of completion date.

G. Crisis Intervention Team training with 103 CMR 505, *Use of Force,* associated Standard Operating Procedures. Such training shall be considered valid for three (3) training years.

## 216.28 SPECIAL OPERATIONS RESPONSE UNITS TRAINING

The Special Operations Command Group (SOCG) Commander shall ensure that all employees assigned to a Special Operations Response Unit (SORU) receive the requisite training in accordance with 103 DOC 559, *Special Operations Response Units*.

## 216.29 FIREARMS TRAINING

The Director of DSD shall ensure that all Correction Officers attend recruit training and all Correction Officers I, II, and III attending In-Service training receive firearm qualification/requalification training. Division officers/designated employees shall receive annual firearm requalification training at the direction of their Division Heads. The Director of DSD shall ensure that all firearms training and competencies cover the use, safety, liability, care of firearms, and the constraints on their use. All employees authorized to use firearms shall demonstrate competency in their use at least annually.

The Director of DSD shall ensure that all Departmental Firearms Instructors are Certified Entry-Level Trainers and have completed the Municipal Policing Training Committee's Firearms Instructor certification course. Certified Departmental Firearms Instructors may not instruct outside agencies or individuals not employed with the Department without the express written consent from the Commissioner of the Department.

## 216.30 OC, CHEMICAL AGENTS, & SPECIALTY MUNITIONS TRAINING

A. The Director of DSD shall ensure that all employees authorized to use OC receive thorough training in their use and in the treatment of individual(s) exposed to OC.

B. The Director of DSD shall ensure that all Departmental OC, Chemical Agent, and/or Special Munitions Instructors are Departmental Certified Trainers and have completed the approved Department OC, Chemical Agent, and/or Special Munitions Instructor Certification Program. Certified Departmental OC and/or Chemical Agent Instructors may not instruct

outside agencies or individuals not employed with the Department without the express written consent from the Commissioner of the Department.

## 216.31 SUICIDE PREVENTION AND INTERVENTION

A. All correctional, medical and mental health staff who work directly with incarcerated individuals and civil commitments shall receive a minimum of eight (8) credit hours of Pre-Service Suicide Prevention Training, followed by a minimum of two (2) credit hours of annual In-Service Training to include "mock drill - responding to a suicide attempt" training at each institution.

1. At a minimum, the eight credit hour (8) Pre-Service Training shall include, prison suicide research, why correctional environments are conducive to suicidal behavior, recognition of signs and symptoms and risk factors of suicide, mental health disorders, high risk periods of incarceration, avoiding negative attitudes in suicide prevention, communication and referral protocols, suicide precautions/mental health watches, intervention techniques, emergency response to a suicide attempt, liability issues associated with suicide prevention and components of the medical/mental health service provider policies.

2. At a minimum, the two credit hour (2) In-Service Training shall include a review of pre-service content standards; changes in the medical/mental health service provider suicide prevention policies and include general discussion on any incarcerated individual and civil commitment suicides and/or attempts occurring within the previous year.

## 216.32 NEW SUPERVISOR'S TRAINING

All new supervisory employees shall complete the New Supervisor's Program upon scheduling by the Division of Staff Development.

## 216.33 CRISIS INTERVENTION TEAMS TRAINING

A. Each Superintendent shall be responsible for recommending employees to be members of the Crisis Intervention Team (CIT) to the CIT Committee for review and approval.

B. CIT members shall respond to any situation that may necessitate crisis intervention at the institution level. These situations shall include but are not limited to barricade subjects, hostage takings, attempted suicides and/or any other disturbances that pose a threat to the safety of staff, incarcerated or civilly committed individuals and/or the public.

C. Any Department employee can apply through their respective Superintendent/Division Head to become a CIT member.

Superintendents/Division Heads shall make recommendations to the CIT Committee regarding their employees and their suitability to become a CIT member. In addition, each Applicant shall:

1. Have a minimum of three (3) years' experience as an employee of the DOC (may be waived at the discretion of the CIT Committee);
2. Have a telephone and dependable transportation;
3. Be able to withstand mental and physical stress; and
4. Have a working knowledge of emergency response and disorder management procedures.

D. The CIT Committee shall consider the following areas for each applicant:

1. EPRS evaluations;
2. Attendance;
3. Disciplinary record;
4. Commendations;
5. Special skills or training;
6. Training records; and
7. IAs.

E. The CIT Committee shall consult with the CNT Commander before making final selections.

F. The CIT Committee shall not be required to state the reasons for not appointing an employee as a CIT member. No entry shall be made in the employees' personnel file indicating that they were not selected.

G. The CIT Committee in coordination with the Director of DSD shall ensure that all newly appointed CIT members receive 40-hour training in accordance with the Crisis Intervention Team International current training standards. The training may include, and shall not be limited to:

1. Roles and Responsibility of CIT members;
2. Introduction to crisis intervention;
3. History and development of crisis intervention;
4. Mental health and crisis intervention;
5. Stress evaluation; and
6. Practical scenarios.

H. CIT members shall receive eight (8) hours of CIT refresher training every three (3) years, as determined by the CIT Committee in coordination with the DSD Director and consistent with CIT International Best Practices, to be coordinated and conducted by the CIT Committee. The refresher training may include:

1. Review of the CIT (40-hour) training;
2. Development of active listening skills;
3. Cross training with CNT; and

4. Disorder Management.

## 216.34 AGENCY TRAINING REQUIREMENTS/MANDATES

The DSD shall provide training as mandated through agency policies, Code of Massachusetts Regulations, settlement agreements, and an Executive Order from the Governor of the Commonwealth, Federal or State law.

## 216.35 CROSS TRAINING

A. The purpose of cross training is to provide an opportunity to expand knowledge of and skills in correctional operations by learning job functions beyond normally assigned duties. Employees shall receive training hours for cross training, which shall be included in their training record. All cross training shall meet the following criteria:

1. A written cross-training plan (see Attachment #4) shall be completed by an on-the-job coach, who shall oversee the trainee's completion of the plan.

2. The written plan shall include performance objectives, an outline of the training, training materials, and an evaluation of performance.

3. Upon successful completion of cross training, the on-the-job coach shall sign the cross-training plan providing documentation for training records and forward to the ITO/DTC.

4. On-the-job coaches shall determine the appropriate level of supervision needed to train and evaluate the employee throughout the cross training.

## 216.36 LIBRARY, RECORDS AND REFERENCE SERVICES

Library, records and reference services are available to complement the training and staff development program. The DSD shall ensure that the necessary space and equipment for training and staff development programs are available.

Employee training records shall be maintained and distributed according to the DSD procedures. If a training is hosted by an institution, division, or other party that is not the DSD, it shall be the responsibility of the hosting party to credit the participants in accordance with 103 DOC 216.44 and maintain corresponding records (e.g., rosters, lesson plans) in accordance with the approved retention schedule. Records created and developed by the DSD shall be maintained digitally in accordance with the Massachusetts Archives Digitization Guidelines.

## 216.37 USE OF OUTSIDE RESOURCES

The Department shall utilize training resources of other public and private agencies

including private industries, colleges, universities, libraries and allied professional associations.

## 216.38 DEPARTMENT MENTORING PROGRAM

At the discretion and/or directive of the Commissioner or designee, the Department may offer a structured Mentoring Program as a management development strategy. The Director of Diversity and Equal Opportunity or designee shall serve as the coordinator of the Mentoring Program. This is a voluntary program in which experienced staff members mentor other staff members. The purpose is for program participants to share expertise, experience, time and commitment to develop skills and abilities, thus becoming a more effective and valuable resource for the agency.

## 216.39 ADMINISTRATIVE LEAVE/REIMBURSEMENT

The Department encourages and provides administrative leave and/or reimbursement for employees attending approved professional meetings, seminars, and similar work-related activities. Additionally, funds may be allocated, or provisions made to compensate staff for their time when training is conducted during off-duty hours.

## 216.40 HIGHER EDUCATION

A. The Department encourages employee education whenever possible. Efforts shall be made to coordinate educational activities with staff responsibilities.

B. The DSD shall pursue curriculum assessment opportunities to promote Continuing Education Units (CEU) and college credits.

## 216.41 TRAINING CREDIT FOR COLLEGE COURSES

A. Successfully completed, job-related college courses from an accredited college or university may be recorded for training credit. Each college credit shall equate to ten (10) credit hours of training.

B. All training credits for college course work may be recorded, however, only a maximum of 75% of the mandated minimum training requirements, as shown in 103 DOC 216.46, may be credited with college course work per fiscal year.

1. Training credit for college courses does not release employees from attending training programs required by the institution, division, or Department.

2. Documentation of courses is to be provided by the employee to the institution/division in the form of an official transcript or grade report. Training credit shall be applied to the training year in which the course was completed.

## 216.42 PROFESSIONAL ORGANIZATION MEMBERSHIPS

The Department encourages all employees to pursue membership and involvement in criminal justice and allied professional associations at local, state and national levels.

## 216.43 CONFERENCE OR NON-DOC TRAINING APPROVAL PROCESS

All requests to attend in-state conferences, out-of-state conferences or non-Department training require the approval of the Deputy Commissioner of Human Resources.

A. Approval for in-state conferences or non-Department training:

1. Complete a "Request to Attend Conference or Non-Department of Correction Training" form (Attachment #3).

2. If overnight lodging is required, a Travel Authorization Form (TAF) must also be completed.

3. Submit the forms to the Deputy Commissioner of Human Resources along with an agenda, brochure, registration form and any other supporting documentation. Forms must be submitted at least twenty-one (21) days prior to the conference/training date.

B. Approval for out-of-state conferences or in-state overnight travel:

1. Complete a "Request to Attend Conference or Non- Department of Correction Training" form.

2. Complete a TAF, estimating all costs, regardless of funding source.

3. Include a letter of justification from the employee's supervisor, explaining why the travel is necessary and how the travel will benefit the employee and the Department.

4. Include a brochure, agenda, registration form and any other supporting documentation.

5. Submit all forms to the Deputy Commissioner of Human Resources. TAF forms must be submitted at least forty-five (45) days prior to the date of the conference.

## 216.44 OUTSIDE AGENCY REQUESTS FOR TRAINING

All requests to provide training outside of law enforcement agencies shall be approved by the Deputy Commissioner of Human Resources.

## 216.45 LEARNING MANAGEMENT SYSTEM (LMS)

The LMS is for the administration, documentation, tracking, reporting and delivery of classroom and e-learning education courses or training programs.

Employee training records shall be maintained and distributed according to the DSD procedures.

## 216.46 TRAINING EVALUATION

The DSD shall conduct ongoing formal/informal evaluations of all Pre-Service, In-Service Training, and other training programs/initiatives conducted throughout the Department. The DSD shall annually prepare a written report that includes input from operational units.

## 216.47 MINIMUM TRAINING REQUIREMENTS

The minimum training requirements for all personnel categories are outlined in Attachment #4. If your job title is not listed in either of the two (2) tables below, contact the Division of Staff Development for further information.

## 216.48 CONTINUITY OF OPERATIONS PLAN (COOP)

In the event of a department wide loss of computer infrastructure; a contingency plan for the Continuity of Operations Plan (COOP) is located in the Division of Staff Development Office.

# ANNUAL TRAINING PLAN FORMAT

## Title Page

- Massachusetts Department of Correction Annual Training Plan
- Institution/Division
- July 1, 20__ – June 30, 20__

## Section I

- List the names and job titles of the institution/division's Training Advisory Committee.

## Section II

- List the institution/division's training goals and objectives for the training year. This should be based off the institution/division's training needs assessment.

## Section III

- Identify any training deficiencies noted during the institution/division's Policy Development and Compliance Unit's audit, including the corrective action plan.

## Section IV

- Complete the Institution/Division Supplemental Training Plan and Projected Training Schedule Template located on the DSD's Intranet site to include projected enrollments in Pre-Service, In-Service and Specialized Training Programs/Courses for each position category. In addition, institutions/divisions may add to the plan with identified training needs specific to the institution/division.

- SORUs will be required to identify specific training dates, number of training hours each day, and topics covered each day in their Annual Training Plan.

Attachment #2

# *Massachusetts Department of Correction*
# *Cross Training Plan*

Employee:
Cross Training Assignment: Date:

***Performance Objectives:***

***Outline of Training (Key Content Areas):***

***Training Material Used (i.e., Policies; Forms; Equipment, etc.):***

Employee Name: Date:

Institution Training Officer: Date:

***Participant Comments:***

Request To Attend Conference or Non-DOC Training

To: Office of the Deputy Commissioner, Human Resources

Employee Name:_____ Employee Title:_____

Institution/Division:_____ Date:_____

Description of Conference/Training:_____

_____

Conference/Training Supporting Documentation Attached? (Required) Yes ☐ No ☐

Is Conference/Training Required to Maintain License or Certification? Yes ☐ No ☐
If Yes, List Name of License/Certification:_____

Date of Conference/Training:_____ Location:_____

Registration Cost: $_____ Estimated Travel Cost: $_____ Total Cost: $_____

**Please do not register for Conference/Training; if Request is approved by Deputy Commissioner, instructions for registration will be provided.**

**EMPLOYEE MUST ATTACH ALL SUPPORTING DOCUMENTATION OR REQUEST WILL BE DENIED**

Superintendent/Division Head:_____ _____ _____
Print Name Signature Date

Deputy Commissioner/Chief of Staff:_____ _____ _____
Print Name Signature Date

**From the Desk of the Deputy Commissioner, Human Resources:** ☐ Approved ☐ Denied

Comments:_____

_____ _____
Signature Date

**TABLE I**
**MINIMUM TRAINING REQUIREMENTS – PERSONNEL CATEGORIES**

| Personnel Categories | Pre-Service | Additional First Year Training | Annual Training |
|---|---|---|---|
| **Administrative/Managerial** | **40 Credit Hrs. NEO** | **40 Credit Hrs. Institution/Div. Orientation** | **40 Credit Hrs.** |
| Administrator II- XII | | | |
| Administrative Officer III-V | | | |
| Fiscal Officer I – IX | | | |
| Industrial Safety/Health Inspector IV | | | |
| Program Manager II – X | | | |
| Program Manager Specialist III – X | | | |
| **Correction Officer** | **160 Credit Hours RTP (CO I)** | • **40 Credit Hours Institution/Div. Orientation**<br>• **FTP CO I** | **40 Credit Hrs.** |
| Correction Officer I, II, III | | | |
| Captain | | | |
| Correction Officer I Cook | | | |
| **Professional Specialist** | **40 Credit Hrs. NEO** | **40 Credit Hrs. Institution/Div. Orientation** | **40 Credit Hrs.** |
| Chaplains | | | |
| Clinical Social Worker A/B | | | |
| Education Specialist A/B, C D | | | |
| Employment Services Specialist A/B | | | |
| Librarian | | | |
| Teacher C, D, E | | | |
| **Professional Specialist** | **40 Credit Hrs. NEO** | **40 Credit Hrs. Institution/Div. Orientation** | **40 Credit Hrs.** |
| Correction Program Officer A/B, C, D | **160 Credit Hours RTP (CPO A/B)** | • **40 Credit Hrs. Institution/Div. Orientation**<br>• **FTP CPO A/B** | |
| Training Instructor | | | |
| **Support – Regular Daily Incarcerated Individual/Civil Commitment Contact** | **40 Credit Hrs. NEO** | **40 Credit Hrs. Institution/Div. Orientation** | **40 Credit Hrs.** |
| Contract Service Providers | | | |
| Store Keeper I – IV | | | |
| Maintenance | | | |
| Industrial Instructor I, II, III | **160 Credit Hours RTP (Ind. Inst.)** | **40 Credit Hours FTP (Ind. Inst.)** | |
| Recreation Officer I, II | **160 Credit Hours RTP (RO I)** | **40 Credit Hours FTP (RO I)** | |

| TABLE I (Continued)<br>MINIMUM TRAINING REQUIREMENTS – PERSONNEL CATEGORIES | | | |
|---|---|---|---|
| **Personnel Categories** | **Pre-Service** | **Additional First Year Training** | **Annual Training** |
| **Support – Minimal Incarcerated Individual/Civil Commitment Contact*** | **40 Credit Hrs. NEO** | **16 Credit Hrs. Institution/Div. Orientation** | **16 Credit Hrs.** |
| Accountant I – IV | | | |
| Administrative Assistant I, II | | | |
| Administrative Secretary I | | | |
| Agent For State Industries I, II | | | |
| Auditor III | | | |
| Business Representative III, IV | | | |
| Buyer I, II | | | |
| Civil Engineer | | | |
| Clerk III – VI | | | |
| Communications Dispatcher I, II | | | |
| Confidential Secretary | | | |
| Construction Coordinator II, III | | | |
| Contract Specialist III | | | |
| Cook II, III | | | |
| Counsel I, II | | | |
| EDP Entry Operator II, III | | | |
| EDP Health Services | | | |
| EDP Systems Analyst III | | | |
| Environmental Analyst V | | | |
| Environmental Services Specialist III | | | |
| Food Service | | | |
| Grants Management Specialist III | | | |
| Institution Treasurer II | | | |
| Intelligence Analyst II | | | |
| Mechanical Engineer IV | | | |
| Office Support Specialist I, II | | | |
| Paralegal Specialist | | | |
| Personnel Analyst III | | | |
| Personnel Officer I, II | | | |
| Power Plant Engineer – Cogen | | | |
| Power Plant Engineer 1st, 2nd, 3rd Class | | | |
| Power Plant Supervisor | | | |
| Power Plant Supervisor – 2nd Cl | | | |
| Program Coordinator I, II, III | | | |
| Psychologist IV, V | | | |
| Public Safety Dispatcher I, II | | | |
| Research Analyst I – III | | | |
| Sewage Treatment Plant Operator II, III | | | |
| Statistician III | | | |
| Supervising Identification Agent | | | |
| Systems Analyst I – III | | | |
| Typist II | | | |

| | | | |
|---|---|---|---|
| Work Processing Operator I, II | | | |

*Encouraged to Train 40 Hours Annually

**TABLE II**

**MINIMUM TRAINING REQUIREMENTS – SPECIALIZED POSITIONS**

| Specialized Positions | Prior to Assignment | Additional First Year Specialized Training | Specialized Annual Training | Additional Training Notes |
|---|---|---|---|---|
| Institution Training Officer | | 40 Credit Hrs. Entry Level T for T | | |
| Entry-Level Certified Trainer | 40 Credit Hrs. Entry Level T for T | | | |
| Critical Incident Response Team | 40 Credit Hrs. Basic Entry Level Training | | Mobile Field Force 40 Credit Hrs. | |
| Special Reaction Team | 80 Credit Hrs. Basic Entry Level Training | | NTOA TROS Requirements for Tier II 192 Credit Hrs. | |
| Crisis Negotiation Team | 40 Credit Hrs. Basic Entry Level Training | | NTOA TROS Requirements for Tier I 40 Credit Hrs. | |
| Crisis Intervention Team | 40 Credit Hrs. Basic Entry Level Training | | CIT International 8 Credit Hrs. | Once every 3 years. |
| Communications & Video Operations Team | 8 Credit Hrs. Basic Entry Level Training | | 8 Credit Hrs. | |
| Un-crewed Aircraft Systems Team | 8 Credit Hrs. Basic Entry Level Training | | 8 Credit Hrs. | |
| K-9 | 14-Week Basic Entry Level Training (Detection)<br><br>16-Week Basic Entry Level Training (Patrol) | | 192 Credit Hrs. (Detection)<br><br>208 Credit Hrs. (Patrol) | |

| | | | | |
|---|---|---|---|---|
| Institution Public Information Officers | 4 Credit Hrs. Initial Training | | 2 Credit Hrs. | |
| Inner Perimeter Security (IPS) | | 64 Credit Hrs. Training | | |
| Field Training Officer (FTO) | 24 Credit Hrs. | | | |
| Use of Force for Reviewing Authorities | 12 Credit Hrs. | | 8 Credit Hrs. (As Offered) | Good until next Refresher is offered |
| OC/Less Lethal for Authorizing Agents | 4 Credit Hrs. | | | Good for 4 years from Completion Date |
| Use of Force Team Leader / Member | 24 Credit Hrs. | | | Good for 5 years from Completion Date |
| Video Operator | 8 Credit Hrs. | | | Good for 5 years from Completion |