

 <p style="text-align: center;">Massachusetts Department of Correction <b>POLICY</b></p>	Effective Date <p style="text-align: center;">4/19/2023</p>	Responsible Division <p style="text-align: center;">Deputy Commissioner, Career and Professional Development</p>		
	Annual Review Date <p style="text-align: center;">12/13/2023</p>			
Policy Name  <p style="text-align: center;">103 DOC 216 Training and Staff Development</p>	M.G.L. Reference: M.G.L. c. 124 § 1(h); M.G.L. c. 125 § 9			
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<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"> Attachments  Yes <input checked="" type="checkbox"/>    No <input type="checkbox"/> </td> <td style="width: 50%;"> Inmate Library  Yes <input checked="" type="checkbox"/>    No <input type="checkbox"/> </td> </tr> </table>	Attachments Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Inmate Library Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Applicability:                    Staff	
Attachments Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Inmate Library Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			
Public Access Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Location: Department Central Policy File Deputy Commissioner's Policy File Each Institution/Division's Policy File			
<p><b>PURPOSE:</b> The purpose of this document is to establish Department of Correction (Department) Policy concerning employee training and development.</p> <p><b>RESPONSIBLE STAFF FOR IMPLEMENTATION AND MONITORING OF POLICY:</b> Deputy Commissioner of Career and Professional Development  Director of Staff Development  Superintendents/Division Heads</p> <p><b>CANCELLATION:</b> 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.</p> <p><b>SEVERABILITY CLAUSE:</b> 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.</p>				

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## **216.01**      **DEFINITIONS**

### 1.      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.

The Department sustains multiple levels of certification:

- a.    Field Trainer: An employee or contractual staff person designated by the Superintendent/Division Head to provide coaching, mentoring and evaluation of assigned trainees through a structured On-the-Job (OJT) program.
- b.    Entry-Level Certified Trainer: An employee or contractual staff person who has successfully completed the Foundation Skills for Trainers Program. This is a pre-requisite for the Advanced-Level Certified Trainer.
- c.    Advanced-Level Certified Trainer: An employee or contractual staff person who has successfully completed the Foundation skills for Trainers Program and Training Design and Development Program.

### 2.      Certified Lesson Plan

Lesson plans that are evaluated and approved by the reviewing authority based upon curriculum development standards set forth by the Director. These lesson plans are subject to an annual review.

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

- a.    Departmental Lesson Plans: Lesson plans that address core Department training needs and are approved by a designated subject matter expert and the Director. The Division of Staff Development (“DSD”) shall maintain updated Departmental Lesson Plans on file.
- b.    Institution/Division Lesson Plans: Lesson plans that address institution/division-specific training needs and are approved by the Training Coordinator and the Superintendent/Division Head. These lesson plans are subject to the curriculum standards set forth by the Director and are reviewed annually.

### 3.      Curriculum Review

The process by which Department 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. The Director or designee shall conduct the curriculum

reviews and shall sign off on such reviews. The Training Coordinator and the Superintendent/Division Head shall review respective Lesson Plans at the applicable Institution or Division. The Director or designee shall conduct periodic reviews of each Institution/Division's Lesson Plans.

4. Director of Staff Development (hereinafter "Director")

The chief administrative officer of the Division of Staff Development (DSD).

5. 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.

6. Pre-Service Training

Training that all newly hired personnel are required to receive prior to undertaking their job assignments.

7. Training Academy

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

8. Training

An organized, planned, and documented activity designed to impart knowledge and skills to enhance job performance.

The elements of defensible 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.

9. Training Credit Hour

Amount of work represented in intended learning outcomes and verified by evidence of student achievement.

10. Training Year (TY)

July 1 through June 30.

## **216.02**      **DSD STRUCTURE/OPERATIONS**

### 1.    Overview

- a.    The training and staff development programs are planned, coordinated, and supervised by the Director. The qualifications for this supervisory position shall include, at a minimum, the following: a bachelor's degree in criminal justice or related field, five years of related administrative experience, and demonstrated administrative ability and leadership. The Director is responsible for overall management and leadership of the DSD, to include the DOC Training Academy. In addition, the Director 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.
- b.    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 inmates assigned to a work crew prior to implementation.
- c.    DSD goals, measurable objectives and standard operating procedures shall be developed and reviewed annually by the Director and designated staff.
- d.    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.
- e.    Regular meetings shall be held between the Director or designee and the team leaders, and the team leaders and their staff members. The Director or designee shall conduct a monthly meeting with the DSD staff.
- f.    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.
- g.    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.
- h.    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 notification is coordinated by the assigned institution/division.

## 2. Curriculum Development and Delivery

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

### a. 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, facilitating lesson plans, teaching to performance objectives, and basic teaching methods.

### b. National Institute of Corrections: Training Design and Development

The systematic design of the training program is based upon the Instructional Theory into Practice (ITIP) model. The following modules provide the foundation for this program: training program overview; learner centered instruction; assessment; performance objectives; ITIP model for instructional design; instructional strategies; evaluation; designing training aids; developing a training design; and presenting a training design.

DSD trainers and Institution Training Officers (ITO) shall be certified at the advanced level.

### c. Field Training Officers (FTO) Certification Program

All new FTOs designated by the Superintendent/Division Head shall complete a Certification Program focused on the COACH (Correction Officer ACHievement) model and skill development to deliver effective workplace learning.

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

- 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.
- 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 provide training and organizational development services for the purpose of continuously improving performance aligned to the Department’s philosophy and goals.

**216.05**            **RECRUIT TRAINING PROGRAM (RTP)**

The RTP is a component of Pre-Service Training designed to prepare all new Department employees with direct inmate 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.

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

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 inmate 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; chemical agents; the prevention and elimination of workplace violence; 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**

All employees required to attend the 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.



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)**

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.

All staff with the title of Correction Officer I, Correction Officer I (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.

#### **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 shall ensure that a specialized training curriculum is maintained and reviewed annually.

#### **216.10**      **NEW EMPLOYEE ORIENTATION (NEO)**

All new employees who are not mandated to attend the 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 inmate 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; 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**

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, 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.

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:

- To ensure compliance with annual training standards, and legislative, judicial or executive actions and increased awareness of agency policy changes;
- To maintain annual certifications/qualifications required of the position;
- Provide ongoing competency development that supports the essential duties of a position;
- To support continuous organizational and individual professional development aligned to the Department's philosophy and goals.

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

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

All institution/division personnel shall be trained in the implementation of written emergency plans. Work stoppage and plans shall be communicated only to appropriate supervisory 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**

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 inmates to an institution that houses only female inmates, 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 inmates.

Employees with inmate contact shall receive refresher training every two 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.

Volunteers and contractors who have contact with inmates 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 inmates, but all volunteers and contractors who have contact with inmates 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 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 inmates 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 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 inmates 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 and the FTP.

**216.18**            **CLERICAL/SUPPORT TRAINING**

Clerical/support employees who have minimal or no contact with inmates 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 AND CONTRACT TRAINING**

Part-time employees and contract personnel 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.

**216.20**            **REINSTATEMENT**

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).

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)**

1. The Department shall maintain a DTAC, which shall:
  - a. Assist the Director, in assessing the Department’s training needs;
  - b. Review and recommend to the Director the projected training needs of the Department.
  
2. The DTAC shall meet at least annually and maintain written records of all meetings,

deliberations, and recommendations.

3. The DTAC shall be composed of a balanced cross section of agency personnel. The Director 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 Training Coordinator 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**

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.

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 annually for review and approval.

**216.24**            **LESSON PLANS**

To maintain Department curriculum standards and to assure course integrity, certified lesson plans developed in accordance to the DSD’s Curriculum Review Standards, shall be used for all Pre-Service and regularly taught In-service Courses (Attachments #2 and #3). Lesson plans shall remain on file at the DSD or Institution/Division and are available for reference. Distribution of lesson plans is at the discretion of the Director.

**216.25**            **INSTITUTION TRAINING OFFICERS (ITO)/DIVISION TRAINING COORDINATORS (DTC)**

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

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

- a. Maintain training records and evaluations;
  - i. A record for each course scheduled shall be maintained to include the following:

- a. Attendance record;
  - b. lesson plans or facilitator guide;
  - c. instructor's name;
  - d. course evaluations;
  - e. course beginning and ending dates;
  - f. participant test results; if applicable;
  - g. a record of certificates awarded.
- b. Conduct job task analysis and needs assessments;
  - c. Develop curriculum and lesson plans, including instructional and assessment strategies, for institutional, regional and/or Departmental use;
  - d. Conduct training sessions at the institution/division and regional training sites in a wide variety of topics;
  - e. Evaluate the effectiveness of training programs by observation and performance appraisal;
  - f. Develop and implement on-the job training programs;
  - g. Develop, implement, and monitor institution training plans, according to procedures specified by the DSD;
  - h. Attend meetings and professional development workshops as required by the DSD;
  - i. Ensure that all new staff are scheduled to attend NEO and facilitate institution /division orientation;
  - j. Submit training reports as required.

The Director or designee shall oversee the major duties and responsibilities of the DTCs to include:

- a. Maintain training records and evaluations;
- b. Develop, implement, and monitor division training;
- c. Attend meetings and professional development workshops;
- d. Ensure that all new staff are scheduled to attend NEO and facilitate division orientation;
- e. Submit training reports as required.

**216.26**            **USE OF FORCE TRAINING**

All personnel charged with care and custody duties shall be trained in approved methods of self-defense/defensive tactics and the use of force as a last resort to control inmates.

All personnel with responsibilities to authorize or review Use of Force incidents, shall complete the Use of Force for Reviewing Authorities.

**216.27**            **SPECIAL OPERATIONS RESPONSE UNITS TRAINING**

The Director of Operational Services 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*.

**216.28**            **FIREARMS TRAINING**

The Director of Operational Services shall ensure that all personnel authorized to use firearms shall receive appropriate training before being assigned to a post involving the possible use of such weapons. The Director of Operational Services 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 Operational Services 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.

**216.29**            **OC, CHEMICAL AGENTS, & SPECIALTY MUNITIONS TRAINING**

The Director of Operational Services shall ensure that all employees authorized to use OC and/or chemical agents receive thorough training in their use and in the treatment of individual(s) exposed to OC and/or chemical agents.

The Director of Operational Services shall ensure that all Departmental OC, Chemical Agent, and/or Special Munitions Instructors are Certified Entry-Level 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.

**216.30**            **SUICIDE PREVENTION AND INTERVENTION**

All correctional, medical and mental health staff who work directly with inmates 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.

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.

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 inmate suicides and/or attempts occurring within the previous year.

**216.31**            **NEW SUPERVISOR’S TRAINING**

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

**216.32**            **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.

**216.33**            **CROSS TRAINING**

The purpose of cross training is to provide 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:

- a.        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.
- b.        The written plan shall include performance objectives, an outline of the training, training materials, and an evaluation of performance.
- c.        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.

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

#### **216.34**      **LIBRARY AND REFERENCE SERVICES**

Library 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.

#### **216.35**      **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.

#### **216.36**      **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 shall serve as the coordinator of the Mentoring Program and the Commissioner shall provide final approval of all participant matches. This is a voluntary program in which senior managers shall mentor other managers. 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 resources for the agency.

#### **216.37**      **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.

#### **216.38**      **HIGHER EDUCATION**

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

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

#### **216.39**      **TRAINING CREDIT FOR COLLEGE COURSES**

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.

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 216.45, may be credited with college course work per fiscal year.

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

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.

#### **216.40            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.

#### **216.41            CONFERENCE OR NON-DOC TRAINING APPROVAL PROCESS**

All requests to attend in-state, out-of-state conferences or non-Department training require the approval of the Deputy Commissioner of Career and Professional Development.

Approval for In-state conferences or non-Department training:

1. Complete a “Request for Deputy Commissioner’s Approval to Attend Conference or Non-Department of Correction Training” form (Attachment #5).
2. If overnight lodging is required, a Travel Authorization Form (TAF) must also be completed.
3. Submit the forms to the Deputy Commissioner of Career and Professional Development 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.

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

1. Complete a “Request for Deputy Commissioner’s Approval 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 Career and Professional Development. TAF forms must be submitted at least forty-five (45) days prior to the date of the conference.

**216.42**      **OUTSIDE AGENCY REQUESTS FOR TRAINING**

All requests to provide training outside of law enforcement agencies shall be approved by the Deputy Commissioner of Career and Professional Development.

**216.43**      **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.

**216.44**      **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.

**216.45**      **MINIMUM TRAINING REQUIREMENTS**

The minimum training requirements for all personnel categories are outlined in Tables I and II (Specialized Positions) below:

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

<b>Personnel Categories</b>	<b>Pre-service</b>	<b>Additional First Year Training</b>	<b>Annual Training</b>
<b>Administrative/Managerial</b>	<b>40 Credit Hrs. NEO</b>	<b>40 Credit Hrs. Institution/ Division Orientation</b>	<b>40 Credit Hrs.</b>
Administrator II- XII Program Manager II – X Fiscal Officer I – IX Program Manager Specialist III – X			
<b>Correction Officer</b>	<b>160 Credit Hours RTP (CO I)</b>	<b>• 40 Credit Hours Institution/Div. Orientation • FTP CO I</b>	<b>40 Credit Hrs.</b>
Correction Officer I,II,III  Captain Correction Officer I Cook			
<b>Professional Specialist</b>	<b>40 Credit Hrs. NEO</b>	<b>40 Credit Hrs. Institution/ Division Orientation</b>	<b>40 Credit Hrs.</b>
Chaplains Clinical Social Worker A/B Education Specialist A/B,C D Employment Services Specialist A/B Librarian Teacher C, D, E			

**TABLE I (CONTINUED)  
MINIMUM TRAINING REQUIREMENTS – PERSONNEL CATEGORIES**

<b>Personnel Categories</b>	<b>Pre-service</b>	<b>Additional First Year Training</b>	<b>Annual Training</b>
<b>Professional Specialist</b>	<b>40 Credit Hrs. NEO</b>	<b>40 Credit Hrs. Institution/ Division Orientation</b>	<b>40 Credit Hrs.</b>
Correction Program Officers A/B, C, D Training Instructor	<b>160 Credit Hours RTP (CPO A/B)</b>	<ul style="list-style-type: none"> <li>• <b>40Credit Hours. Institution/Division Orientation</b></li> <li>• <b>FTP CPO A/B</b></li> </ul>	
<b>Support – Regular Daily Inmate Contact</b>	<b>40 Credit Hrs. NEO</b>	<b>40 Credit Hrs. Institution/ Division Orientation</b>	<b>40 Credit Hrs.</b>
Contract Service Providers Store Keeper I – IV Maintenance Industrial Instructor I, II, III  Recreation Officer I,II	<b>160 Credit Hours RTP (Ind. Inst.)</b> <b>160 Credit Hours RTP (RO I)</b>	<b>40 Credit Hours FTP ( II )</b> <b>40 Credit Hours FTP (RO I)</b>	
<b>Support – Minimal Inmate Contact*</b>	<b>40 Credit Hrs. NEO</b>	<b>16 Credit Hrs. Institution/ Division Orientation</b>	<b>16 Credit Hrs.</b>
Accountant I – IV Administrative Assistant I, II Administrative Secretary I Agent For State Industries I, II			

**TABLE I (CONTINUED)  
MINIMUM TRAINING REQUIREMENTS – PERSONNEL CATEGORIES**

Personnel Categories	Pre-service	Additional First Year Institution/ Division Training	Annual Training
<b>Support – Minimal Inmate Contact* (Continued)</b>	<b>40 Credit Hrs. NEO</b>	<b>16 Credit Hrs. Institution/ Division Orientation</b>	<b>16 Credit Hrs.</b>
Auditor III Business Representative III, IV Buyer I, II Civil Engineer Clerk III – VI Communications Dispatcher I, II Confidential Secretary Construction Coordinator II, III Construction Coordinator II, III Contract Specialist III Cook II, III Counsel II Systems Analyst I – III Food Service Grants Management Specialist III EDP Entry Operator II, III EDP Health Services Institution Treasurer II Mechanical Engineer IV Paralegal Specialist Personnel Officer I, II Power Plant Engineer 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> Class Power Plant Supervisor Program Coordinator II, III Psychologist IV, V Research Analyst I – III Sewage Treatment Plant Operator II, III			

**TABLE I (CONCLUDED)  
MINIMUM TRAINING REQUIREMENTS – PERSONNEL CATEGORIES**

<b>Personnel Categories</b>	<b>Pre-service</b>	<b>Additional First Year Institution/ Division Training</b>	<b>Annual Training</b>
<b>Support – Minimal Inmate Contact* (Concluded)</b>	<b>40 Credit Hrs. NEO</b>	<b>16 Credit Hrs. Institution/ Division Orientation</b>	<b>16 Credit Hrs.</b>
Supervising Identification Agent Typist II Word Processing Operator I, II			

\*Encouraged to Train 40 Hours Annually

**TABLE II  
MINIMUM TRAINING REQUIREMENTS – SPECIALIZED POSITIONS**

<b>Specialized Positions</b>	<b>Prior to Assignment</b>	<b>Additional First Year Specialized Training</b>	<b>Specialized Annual Training</b>
Institution Training Officer		40 Credit Hrs. Entry Level T for T	
Entry-Level Certified Trainer	40 Credit Hrs. Entry Level T for T		
Advanced-Level Certified Trainer	40 Credit Hrs. Entry Level T for T	40 Credit Hrs. Advanced Level T for T	
SORUs (CIRT & HRT)	80 Credit Hrs. Initial Training		40 Credit Hrs.
K-9	14-Week Basic Training		192 Credit Hrs.
Crisis Negotiation Team	40 Credit Hrs. Training	40 Credit Hrs. Training	40 Credit Hrs.
Crisis Intervention Team	40 Credit Hours Initial Training		8 Credit Hrs.
Special Transportation Unit (STU)	56 Credit Hours Initial Training		
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.		



**216.46**

**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, 200\_ – June 30, 200\_

### **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.

### **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.

**Massachusetts Department of Correction  
Departmental Lesson Plan Certification Record**

**Lesson Title:**

**Subject Matter Expert(s):**

**Title:**

**Curriculum Review Standards**

1. **Problem Analysis**  
Based on job/position analysis (new employee).  
Need resulting from problem analysis (existing employee).  
Target audience accurately identified.
2. **Performance Objectives**  
Specific task(s) to be completed.  
Evidence of key knowledge and skills acquired.  
Performance objectives are designed to impact beyond the training environment.
3. **Content**  
Reflects current Department of Correction Policies and procedures.  
Complies with all national and state laws and regulations.  
Geared to the level of the target audience.  
Main ideas area clear and specific.
4. **Instructor Qualifications**  
Identifies appropriate Instructor Certification(s) as outlined in the 103 DOC 216 Training.  
Sufficient education/experience to effectively instruct this subject matter.
5. **Duration**  
Sufficient time allotted to complete the lesson as designed.
6. **Format**  
Uses the Instructional Theory Into Practice (ITIP) format:  
*Anticipatory Set* – Establish personal meaning,  
*Input* – content delivery,  
*Guided Practice* – hands-on activities with support,  
*Independent Practice* – application/Assessment activity, and  
*Evaluation* – assess training impact.
7. **Instructional Strategies**  
Methods of instruction are effective and engaging.  
The strategies incorporate multiple learning styles.
8. **Training Aids/Materials**  
Effective training aids are included for various planned learning activities.  
Participant guides/handouts contain relevant reference materials.

***I hereby attest that this program meets the current Division of Staff Development curriculum review standards.***

\_\_\_\_\_  
Director, Division of Staff Development

\_\_\_\_\_  
Date

DEPARTMENTAL LESSON PLAN

Subject Matter Expert Review

Lesson Title:	
Subject Matter Expert	
Author:	
Date Written:	
Date Revised:	
Revised By:	

I hereby attest that the content contained in this lesson plan is accurate and complies with Departmental policies, procedures, expected practices and applicable State and national standards and statutes.

---

Signature

Title

Date:

**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)

Institution Training Officer:

Date:

***Participant Comments:***



### Request for Deputy Commissioner's Approval To Attend Conference or Non-DOC Training

TO: Office of the Deputy Commissioner, Career and Professional Development

FROM: \_\_\_\_\_ TITLE: \_\_\_\_\_

Institution/Division: \_\_\_\_\_ DATE: \_\_\_\_\_

Employee Name: \_\_\_\_\_ Employee Title: \_\_\_\_\_

I am requesting your consideration and approval for the following:

**IN-STATE CONFERENCE OR NON-DOC TRAINING (TAF REQUIRED FOR OVERNIGHT TRAVEL):**

Description of In- State Conference/Training: \_\_\_\_\_

Date of Conference/Training \_\_\_\_\_ Location: \_\_\_\_\_

Registration cost per employee: \$ \_\_\_\_\_ Average travel cost per employee \$ \_\_\_\_\_

**OUT OF STATE CONFERENCE (TAF REQUIRED FOR OUT OF STATE TRAVEL):**

Description of Out-of-State Conference/Training: \_\_\_\_\_

Date of Conference/Training \_\_\_\_\_ Location: \_\_\_\_\_

Registration cost per employee: \$ \_\_\_\_\_ Average travel cost per employee \$ \_\_\_\_\_

Superintendent/Division Head Signature: \_\_\_\_\_ Date \_\_\_\_\_

**From the desk of the Deputy Commissioner:**

Approved  Denied

Comments:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date