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|  <p>State of Connecticut<br/>Department of Correction</p> <p><b>ADMINISTRATIVE<br/>DIRECTIVE</b></p> | Directive Number<br>2.7                                       | Effective Date<br>08/01/14 | Page 1 of 10 |
|   | Supersedes<br>Training and Staff Development, dated 6/30/2009 |                            |              |
| Approved By<br><br>Commissioner James E. Dzurenda  | Title<br><br>Training and Staff Development                   |                            |              |

1. Policy. The Department of Correction shall provide training and staff development programs for all employees to enhance the knowledge, skills, and abilities necessary to conform to Department policies and procedures. Training shall be provided on a planned and continuous basis to increase the overall proficiency of the workforce by contributing to personal and professional development. Training and staff development programs shall be provided in an equitable and nondiscriminatory manner to Department employees.
  
2. Authority and Reference.
  - A. Public Law 108-79, Prison Rape Elimination Act of 2003
  - B. 28 CFR, 115, Prison Rape Elimination Act National Standards.
  - C. Connecticut General Statutes, Section 18-81.
  - D. Administrative Directives 1.5, Public Information and News Media Relations; 2.13, Employee Uniform, Personal Appearance and Identification; 2.16, Honor Guard; 3.9, Employee Travel and Use of Motor Vehicles; 6.11, Canine Unit; 6.12, Inmate Sexual Abuse/Sexual Harassment Prevention and Intervention; and 7.4, Emergency Response Units.
  - E. American Correctional Association, Standards for Administration of Correctional Agencies, Second Edition, April 1993, Standards 2-CO-1D-01 through 2-CO-1D-06, 2-CO-1D-08 and 2-CO-1D-09.
  - F. American Correctional Association, Standards for Adult Correctional Institutions, Fourth Edition, January 2003, Standards 4-4073, 4-4076, 4-4077, 4-4079, 4-4082 through 4-4094 and 4-4229.
  - G. American Correctional Association, Performance-Based Standards for Adult Local Detention Facilities, Fourth Edition, June 2004, Standards 4-ALDF-7B-06 through 4-ALDF-7B-08, 4-ALDF-7B-10 through 4-ALDF-7B-17 and 4-ALDF-7F-05.
  - H. American Correctional Association, Standards for Adult Probation and Parole Field Services, Third Edition, August 1998, Standards 3-3072, 3-3073, 3-3075, 3-3076, 3-3078, 3-3082 through 3-3089 and 3-3099.
  - I. American Correctional Association, Standards for Correctional Training Academies, First Edition, May 1993, Standards 1-CTA-3A-03, 1-CTA-3A-06, 1-CTA-3A-08, 1-CTA-3A-21 and 1-CTA-3A-24.
  
3. Definitions. For the purposes stated herein, the following definitions apply:
  - A. Administrative Training Advisory Committees. An advisory training committee, including the Director of Training and Staff Development, managers from Central Office and operational units, that reviews and approves the annual training plan for the Maloney Center for Training and Staff Development (Maloney CTSD).
  - B. Continuing Education. Workshops, seminars, conferences and job related learning programs that are offered outside of the Department.

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- C. Continuing Education Units. The credits received for participating in continuing education.
  - D. Direct Contact Employee. An employee who has daily or regular supervision of inmates as part of the employee's job.
  - E. In-Service Training. On-going training, to include on-the-job training, provided to each employee following completion of the pre-service training which serves as refresher training and as a mechanism for the dissemination of new information and the acquisition of new skills.
  - F. Management and Supervisory Training. Training for employees in management and supervisory positions to equip them with the knowledge, skills and abilities to effectively oversee the Department's resources.
  - G. Non-Direct Contact Employee. An employee who has little or no supervision of an inmate as part of the employee's job.
  - H. On-the-Job Training (OJT). A formal, standardized mentoring program in which an employee, under the supervision of facility staff, experiences a variety of facility assignments.
  - I. PREA. Prison Rape Elimination Act.
  - J. Pre-Service Training. Training designed to provide a newly hired employee with the basic knowledge, skills and abilities needed prior to assuming official job duties as an employee.
  - K. Professional Development Workshops. Programs which are designed to enhance the personal, technical and professional development needs of a particular professional group.
  - L. Specialized Training. Training which requires resources not available within the Department.
  - M. Staff Development. The planned personal and professional growth of an employee to support succession management.
  - N. Staff Orientation Package. Training provided to new employees to familiarize them to correctional basics and facility specifics. Orientation Package material shall be signed off by the trainer and trainee and recorded in the employee's training record.
  - O. Succession Management. The strategic and systematic process that ensures the Department's ability to fill vacancies at the supervisory and managerial levels now and in the future.
  - P. Training. An organized, planned, documented and evaluated activity designed to achieve a specific result.
  - Q. Training Needs Analysis. The routine evaluation and recommendation of Department training requirements.
4. Training Organization and Management. The Director of Training and Staff Development shall be responsible for, but not limited to, the following:
- A. The identification and assessment of training;
  - B. The design, development and delivery of all training and staff development programs; and,
  - C. The recruitment, development, certification, and monitoring of instructors.
5. Instructor Selection, Appointment and Retention Criteria. Facility-based staff may be utilized to assist with pre-service and in-service training. Each candidate shall be recommended by the appropriate Unit Administrator and approved by the Director of Training and Staff Development. Appointment shall be based on the employee's maturity, employment history, good judgment, reliability, initiative, and ability to support the unit's

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mission and shall be subject to, but not limited to, the following selection criteria:

A. General Standards.

1. Unless special circumstances exist, no more than eight (8) days of sick leave within the 12-month period preceding application to Maloney CTSD, or any sick time use that exhibits a pattern of abuse.
2. Candidates shall be discipline free for the 12-month period preceding application to Maloney CTSD and shall remain discipline free while assigned to Maloney CTSD. For calculating purposes, the 12-month period shall begin at the conclusion of any disciplinary action.
3. Candidates that have exhibited occasions of anger, conflict, aggression, emotional instability and/or any history of sexual harassment or excessive use of force may be considered for a vacancy based on case-by-case review of the relevant circumstances.
4. Candidates shall have demonstrated a commitment to duty and have maintained a "good" or better service rating for the previous 3 years of service prior to application.

B. Specific Standards.

1. Any member of the Department with a minimum service of three (3) years shall be eligible. Exceptions may be granted if the employee possesses a specialized skill or certification.
2. Candidates shall meet the standards of grooming and appearance in accordance with Administrative Directive 2.13, Employee Uniform, Personal Appearance and Identification.
3. Candidates shall possess good written and oral communication skills.
4. Candidates shall complete a training-for-trainers course.
5. Each instructor shall be knowledgeable concerning a curriculum subject prior to conducting training in that subject. Each instructor may be required to demonstrate competency in a subject area prior to instructing in that area. Each instructor shall be assessed and provided additional training development as needed.
6. Each instructor shall act in a professional manner during his/her tenure as an instructor. Any violation of this requirement shall be reviewed by the Director of Training and Staff Development in order to determine the appropriateness of the employee's continued role as an instructor.

- C. Termination. Members may be removed from service as an instructor for failure to maintain compliance with any of the standards listed in this Directive. The Department continues to reserve the right to assign or transfer personnel in accordance with applicable collective bargaining agreements. An employee who has been removed from instructing for failure to maintain one or more of the conditions as outlined in this Directive may reapply after two (2) years from the date of termination and in accordance with the requirements of this Directive.

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6. Pre-Service Training Program. Each newly hired direct contact employee shall successfully complete a pre-service training program. Successful completion shall include passing core curricula tests and complying with the rules of the Department and/or Maloney CTSD. Criteria for successful completion shall be given to each new employee as part of the pre-service training program.

A. Direct Contact Employee. New employees with direct inmate contact shall complete a minimum of 210 hours of pre-service training which shall include, but not be limited to, a core curricula of the following:

1. Department Mission;
2. Prison Environment;
3. Inmate Supervision;
4. Interpersonal Communication Skills;
5. Report Writing;
6. Use of Force;
7. Disciplinary Procedures;
8. Infectious Diseases/Acquired Immune Deficiency Syndrome (AIDS) and Tuberculosis (TB);
9. First Aid/Cardio-Pulmonary Resuscitation (CPR);
10. Behavior Management;
11. Legal Issues;
12. Key and Tool Control;
13. Security Procedures;
14. Special Management Inmates;
15. Suicide Prevention;
16. Substance Abuse;
17. Hostage Situations;
18. Site Sensitization;
19. Emergency Procedures;
20. Contraband Control;
21. Fire Safety;
22. Overview of Correctional Counseling;
23. Code of Ethics, Employee Conduct and Professionalism;
24. Mail Procedures;
25. Visiting Procedures;
26. Transportation of Inmates;
27. Occupational Safety and Health Administration (OSHA) Requirements, N95 Mask, and Hazard Communications;
28. Weapons Orientation;
29. Affirmative Action and Sexual Harassment;
30. Cultural Diversity;
31. Employee Assistance Program;
32. Workplace Violence; and,
33. Succession Management.

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Newly hired staff with direct inmate contact shall receive training on inmate sexual abuse/ sexual harassment prevention prior to being assigned to a facility. Staff shall be trained regarding:

- (1) The DOC zero-tolerance policy for inmate sexual abuse and sexual harassment;
- (2) How to fulfill their responsibilities under agency inmate sexual abuse and sexual harassment prevention, detection, reporting, and response policies and procedures;
- (3) Inmates' right to be free from sexual abuse and sexual harassment;
- (4) The right of inmates and employees to be free from retaliation for reporting sexual abuse and sexual harassment;
- (5) The dynamics of sexual abuse and sexual harassment in a confinement setting;
- (6) The common reactions of sexual abuse and sexual harassment victims;
- (7) How to detect and respond to signs of threatened and actual sexual abuse;
- (8) How to avoid inappropriate relationships with inmates;
- (9) How to communicate effectively and professionally with all inmates, including lesbian, gay, bisexual, transgender, intersex or gender non-conforming inmates;
- (10) How to comply with relevant laws related to mandatory reporting of sexual abuse to outside authorities; and
- (11) Any concerns specific to the gender of the inmates at the employee's assigned facility.

The agency shall document, through employee signature or electronic verification that employees understand the training they have received.

Physical training shall be included in the program. Direct inmate contact employees shall receive a minimum score of 70 percent on core curricula tests, with 84 percent on the CPR courses. Remediation and retest shall be afforded to those who fail a test. If a trainee fails a core curriculum module, the employee shall be afforded remediation and/or retest. An accumulation of three (3) initial test failures or two (2) retest failures in the same core topic shall result in termination. All trainees shall successfully pass all core curricula subject material no less than 60 days prior to the conclusion of the trainee's working test period.

Termination may also occur for any violation of the rules of the Department and/or Maloney CTSD. In addition to the initial working test period, correction officers shall be required to successfully complete a 10-week orientation training program. Permanent status shall not accrue until successful completion of the 10-week program and the working test period. Training shall be conducted at Maloney

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CTSD or another designated location. Orientation to the facility and the various posts shall be supervised by Training Lieutenants and/or supervisory staff. All direct contact employees shall be required to complete an on-the-job custody training component, to include post familiarization in the assigned facility. All employees shall attend pre-service training prior to facility assignment.

- B. Health Services Personnel. Health Services personnel shall be required to complete a total of 210 hours of pre-service training to include security-related topics, as well as issues specific to the health services field. Health Services personnel shall be subject to the testing requirements and the rules of the Department and/or Maloney CTSD as outlined in Section 6(A) of this Directive.
- C. Non-Direct Contact Employee. A newly hired non-direct contact employee shall receive 40 hours of training. Employees shall be notified of this training schedule through their assigned facility in coordination with Human Resources. Non-direct contact employees shall receive an orientation from training staff that includes, but not be limited to, the following areas:
1. Department Mission;
  2. Organization;
  3. Administrative Directives;
  4. Basic Security Procedures;
  5. Emergency Procedures;
  6. Programs;
  7. Behavior Management;
  8. Ethics/Professionalism;
  9. Inmate Programs;
  10. Cultural Diversity;
  11. CPR;
  12. Workplace Violence;
  13. Affirmative Action and Sexual Harassment;
  14. Employee Conduct;
  15. Employee Assistance Program, and
  16. PREA Standards and Compliance requirements.

In addition, training specifically designed to address a job or task assignment may be required. A certificate of completion shall be awarded to each non-direct contact employee who successfully completes pre-service training. All non-direct contact employees may be required to attend a one (1) day site sensitization orientation.

- D. Volunteers. A newly assigned volunteer shall complete, at a minimum, a one (1) day safety and security orientation training program prior to providing volunteer services. Such training shall be provided by the Director of Volunteer and Recreation Services and shall include, but not be limited to:
1. Department Mission;
  2. An overview of Administrative Directives;
  3. Volunteer Programs;
  4. Facility Security Procedures; and,
  5. Employee Conduct.
  6. PREA Standards and Compliance requirements.

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- E. Part-Time Staff. All part-time staff and contract personnel shall receive a minimum of 40 hours pre-service orientation and additional training as needed.
  - F. Classification Caseworker Training. All new counselors shall be trained in correctional casework and program facilitation within six (6) months of the date of hire or effective date of promotion.
  - G. Addiction Services Counselor Training. Addiction Services counseling staff shall attend an introductory Addiction Services counseling course within six months of the date of hire or effective date of promotion.
7. On-the-Job Training (OJT). Each unit shall provide for a formalized on-the-job training program. Each unit's OJT program shall be reviewed by the Unit Administrator and approved by the Director of Training and Staff Development prior to implementation.
- A facility OJT program shall be monitored jointly by the assigned Training Lieutenant, the employee's supervisor and mentor (if assigned). A new staff member shall be required to satisfactorily complete the OJT program in order to continue in the hiring process.
8. In-Service Training. Each employee shall receive in-service training following completion of pre-service training and each year thereafter. An employee who completes the pre-service training prior to July 1st shall be required to attend the in-service training for the upcoming fiscal year. The Unit Administrator shall ensure that each employee is assigned in-service training annually. Training and attendance records shall be maintained at Maloney CTSD. Non-emergency leave shall not be approved during scheduled in-service training.
- A. Direct Contact Employee. Each direct contact employee shall receive a minimum of 40 hours of in-service training annually. Such training shall be based on the Department's approved training plan and shall also consist of facility based specialized training. Each Unit Administrator/ Director shall complete CN 2701 Facility Training Plan, by July 1 of the upcoming fiscal year. The plan shall include the Department's approved training plan and the facility's training plan. The facility plans shall be forwarded to the Director of the Academy for tracking purposes. Training shall be consistent with the operating needs of the Department's facilities and units.
  - B. Non-Direct Contact Employee. Each non-direct contact employee shall receive a minimum of 16 hours of in-service training annually. The training may include the Department's annually approved training plan and any combination of web-based training and facility-based specialized training. The Director of Training and Staff Development shall periodically develop training topics based on an assessment of the needs of such employees.
  - C. All Employees. All employees shall receive refresher training on sexual abuse/ sexual harassment prevention, intervention and follow-up procedures annually. Such training shall be tailored to the gender of the inmates at the employee's facility so that the employee receives training specific to the gender he or she supervises, even if the employee has previously worked in a

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facility with inmates of a different gender. The Department of Correction shall document, through employee signature or electronic verification that employees understand the training they have received.

Investigators and Health Practitioners shall receive additional PREA related training specific to their areas of responsibility.

9. Emergency Response Units.

A. Correctional Emergency Response Team (CERT).

1. Orientation. A prospective CERT member shall be required to pass a physical agility test in accordance with Administrative Directive 7.4, Emergency Response Units. CERT members shall receive a minimum of 96 hours of CERT orientation training prior to assignment as a CERT member.
2. Refresher Training. A minimum of 48 hours per year of refresher training in CERT topics in addition to scheduled in-service training shall be provided for all designated CERT members. Training records shall be maintained at the Maloney CTSD by Maloney CTSD personnel to ensure compliance.

B. Special Operations Group (SOG).

1. Orientation. A prospective SOG member shall be required to pass a physical agility test, an obstacle course, range assessment course, and a psychological screening prior to attending SOG orientation training. Prospective SOG members shall be required to successfully complete a minimum of 80 hours of SOG orientation training prior to being certified as a SOG member.
2. Refresher Training. A minimum of 96 hours per year of refresher training in SOG topics, in addition to scheduled in-service training, shall be provided for all designated SOG members. Training records shall be maintained at the Maloney CTSD by Maloney CTSD personnel to ensure compliance.

C. Situational Control Hostage Negotiation Team (SITCON) Training. An applicant selected for the SITCON Team shall be required to successfully complete a one-week familiarization course. After successfully completing the familiarization course, SITCON negotiators shall attend 48 hours of specialized training annually.

10. Firearms. Firearms training shall require initial certification and annual re-certification. Each student shall be evaluated on proficiency through written exam and performance test. All standards shall be based on the approved Department Firearms Training curriculum. An instructor shall be required to attend a Department-approved instructor course on the use of firearms and deadly physical force.

11. Oleoresin Capsicum (OC) Agents.

- A. Category 1. Category 1 devices shall only require an initial certification based on competency through a written exam, performance test and direct exposure to the agent. Refresher



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training for Category 1 devices shall be included with the annual Use of Force/Behavior Management training.

- B. Category 2. Category 2 devices, to include less-lethal munitions, shall require initial certification and annual re-certification coordinated by the Tactical Operations Unit, in conjunction with the Firearms Training Unit. Competency shall be determined through a written exam and performance test.
12. Canine Training. Each employee assigned as a canine handler shall complete the Canine Certification Program. All additional training shall be determined by the Deputy Warden of the Operations (Division) in consultation with the Director of Training and Staff Development and in accordance with Administrative Directive 6.11, Canine Unit.
  13. Honor Guard. Each member of the Honor Guard shall successfully complete 16 hours of training in accordance with Administrative Directive 2.16, Honor Guard, prior to assuming Honor Guard duty.
  14. Addiction Services Counselor Training. Addiction Services counseling staff shall be required to complete a minimum of 20 hours of substance abuse specific training annually after the first year of employment in accordance with the requirements for certification through the Connecticut Certification Board.
  15. Parole Officer Training. Each Parole Officer shall be required to successfully complete a specialized training program prior to assuming their job responsibilities.
  16. Unit Public Information Officer (UPIO) Training. The Office of Public Information shall coordinate and conduct annual UPIO training in accordance with Administrative Directive 1.5, Public Information and News Media Relations. Such training shall be coordinated with the Director of External Affairs and the Director of Training and Staff Development.
  17. Management and Supervisory Training. All newly appointed and hired managers and supervisors shall attend a course in correctional supervision within six (6) months of the date of hire or effective date of promotion. Subsequent in-service training for managers and supervisors shall consist of 40 hours annually ranging from core Department courses to professional development programs offered by public and private agencies, colleges and universities, as well as correctional seminars and conferences.
  18. Succession Management. Employees may be afforded opportunities to participate in a succession planning program. Such training shall be based upon recommendations of the Maloney Center for Training and Staff Development and Human Resources personnel consistent with the strategic planning and operating needs of the Department's facilities and units.
  19. Specialized Training. The Director of Training and Staff Development shall approve and coordinate all specialized training and training contracts.
  20. Education Opportunities. The Director of Training and Staff Development shall establish associations with academic institutions for the purpose of coordinating higher educational opportunities for employees and accreditation for Maloney CTSD training programs.

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21. Continuing Education. Staff attending work related courses, seminars, workshops or conferences outside of the Department shall be responsible for supplying documentation of program completion to the appropriate Unit Administrator and the Director of Training and Staff Development.
  - A. Attendance at a continuing education program, while normally scheduled for duty, shall be approved by the Unit Administrator.
  - B. Requests for attendance at out-of-state programs shall be submitted to the Unit Administrator 60 days prior to the date of the program.
  - C. Programs providing Continuing Education Units may be applicable toward the required annual 40 hours of in-service training.
  - D. Criminal Justice courses that provide college credit, and are specifically relevant to a correctional occupation, may be applied to the non-mandatory portion of the 40 hours of required training.
  - E. Employee travel to attend work related courses, seminars, workshops or conferences outside of the Department shall comply with the provisions outlined in Administrative Directive 3.9, Employee Travel and Use of Motor Vehicles.
22. Evaluation. All employee based training shall be evaluated for quality and effectiveness in meeting training objectives.
23. Forms and Attachments. The following forms are applicable to this Administrative Directive and shall be utilized for the intended function:  
  
CN 2701, Facility Training Plan
24. Exceptions. Any exceptions to the procedures in this Administrative Directive shall require prior written approval from the Commissioner.