

City of St. Louis Department of Public Safety / Division of Corrections  
**POLICY & PROCEDURES**

<b>CHAPTER:</b>	1	Administration and Management	<b>1. 4. 1</b>
<b>SECTION:</b>	4	Training and Staff Development	<b>EFFECTIVE DATE:</b> 7 / 21 / 2020
<b>SUBJECT:</b>	1	<b>Training and Employee Development</b>	
<b>STANDARDS: ACA – 4 – ALDF: 7B-06, 07, 08, 09, 10, 11, 12, 13, 7B-14 (M), 15 (M), 7B-16, 17.</b>			
<b>APPROVED:</b>			<b>REVIEW DATE:</b> 7 / 21 / 20
Dale Glass <b>COMMISSIONER OF CORRECTIONS</b>			<b>REVISION DATE:</b> 7 / 30 / 20
Rescind: 1.4.1 dated 8/26/10 Cancel:			

**I. POLICY**

It is the policy of the Division of Corrections to provide employees with training and staff development opportunities that enables them to function in a safe, effective and professional manner.

**II. RESPONSIBILITIES**

All Division of Corrections staff, contractors, and volunteers are responsible for adhering to the following procedures.

**III. DEFINITIONS**

**Abbreviated Version Training:** Means modified training for instructors/facilitators, which reflects the Divisional training program and process.

**Academy Training:** Training designed to provide employees the basic skills in Correctional techniques.

**Academy Training Hours:** A unit of measure assigned to training activities based on length, complexity, level of difficulty, or other characteristics, as assessed by the Commissioner of Corrections/designee.

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**Competency Training:** Training that provides efficiency in one's present position so as to meet the need of the Division.

**Core Competency Training:** Training that is task oriented.

**Cross Training:** A service training over which employee in one facility is temporarily assigned to a sister facility to acclimate the working process in that facility.

**Curriculum:** A course or set of courses that constitute an area of study focus.

**Employee Development:** Training or education delivered by the Training staff, community colleges, other governmental entities, commercial training vendors, etc. containing principles and information that can be applied to Division of Corrections work and an employee's professional development or personal growth.

**Field Training Officer (FTO):** Designated custody staff that shadows new staff at a work site, combined with some on-the job training based on learning objectives defined by the Training Coordinator.

**Institutional On-Site Instructor:** A certified on-site instructor that assists the training coordinator to providing 40 hours of mandatory In-Service training on-site, and coordinates on-the job training or shadowing of probationary employees.

**Job Shadowing:** The process of accompanying and observing someone at work in order to train or to obtain insight.

**On the Job Training:** Field test of techniques and theories developed in the classroom whereby training must be accomplished by actual practical experience.

**Orientation Training:** Training for all Correctional staff, contractors, volunteers, and interns that cover the purpose, goals, policies and procedures of the Division.

#### **IV. PROCEDURES**

##### **A. General Information**

1. Employees are encouraged to seek out educational training opportunities that enhance personal and professional growth. Employees wishing to attend a job skill enhancement program are advised to make a written request to the Commissioner of Corrections through their supervisor for assistance and/or time-off.
2. Financial Assistance for Education - The City of St. Louis, if funds are available, may provide financial assistance to employees who are seeking academic Degrees

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or certificate level programs. Additional information can be found in Department of Personnel Administrative Regulation 101 - Tuition Assistance for Employees.

3. Employees must complete required training including externally mandated, Correctional industry-specific training.
4. Employees are encouraged to join both local and national criminal justice and allied professional associations. The payment of membership dues is the employee's responsibility. Employees wishing to attend meetings of such associations may direct a request to the Commissioner of Corrections/designee.
5. Division employees are encouraged to participate in training programs offered by the National Institute of Corrections (NIC), American Correctional Association, (ACA), American Jail Association, or other such professional bodies.
6. Official leave may be granted to staff approved for attendance to professional association meetings, seminars, or similar work-related training. Staff will submit their request and requirements to the appointing authority for approval.
7. Training objectives of the Division are completed using the following approaches:
  - a. Staff Orientation,
  - b. Job Shadowing and On-the job Training,
  - c. 240 hr. Academy Training,
  - d. Cross training,
  - e. Yearly In-Service Training,
  - f. Competency Training.

**B. General Responsibility**

1. It is the responsibility of the Commissioner of Corrections to:
  - a. Select a qualified supervisory level staff member(s) to plan, coordinate, and supervise the Training Academy.
  - b. Ensure staff as instructors meet training needs and that a system of instructor rotation and replacement is in place to support the operation of the facility/program and efficient execution of training.

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- c. Ensure training content meets minimum required standards as specified in ACA standards and as established by the Commissioner of Corrections.
  - d. Ensure that all employees within the scope of their authority and responsibility meet or exceed the annual training requirements.
  - e. Promote training and development for all Division employees and encourage staff to serve as instructors as a career builder.
2. The Commissioner may establish a committee consisting of members chosen from a broad spectrum of Divisional employees who will assist in promoting correctional professional development within the Division.

**C. Academy Training Design and Delivery Techniques**

1. The Training Coordinator will:
  - a. Coordinate the development of training curriculum, course content, and lesson plans,
  - b. Compile a Training Program Manual which will be inclusive of all programs administered by the Academy and that will provide direction and guidance to field Training Officers and instructors.
  - c. Ensure the mandatory test scoring benchmark established by the Commissioner to successfully complete all Academy Training programs is included in the Training Program Manual.
2. Curriculum development

Curriculum will be competency based and developed in accordance with general recognized training standards i.e., Department of Personnel, ACA, NIC, etc.:

- a. Program objectives will be as follows:
  - (1). To familiarize new employees with the facility grounds and physical plant.
  - (2). To inform new employees of the agency mission, philosophy and goals.
  - (3). To instruct new employees in Division's policy, procedures, and programs.
  - (4). To provide employees with improved skills in their specialty.

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- (5). To develop inter-personal communication skills (IPC) to assist in establishing productive lives for inmates and society.
  - b. The Commissioner/designee will review and approve all training curricula. Consultation with subject matter experts and the Administrator's chain of command may be part of the approval process.
3. Course Content and Lesson Plans
- a. All lesson plans, course outlines, or content summaries will be submitted to the Training Coordinator who reviews and recommends to the Commissioner of Corrections, for final approval.
  - b. The Training Coordinator will ensure that lesson plans are reviewed at regular intervals and will submit any updates/changes made on the training curriculum, to the Deputy Commissioner for further review and recommendation. The Commissioner/Designee of Corrections is responsible for final approval. The Training Coordinator is responsible for the implementation.
  - c. All training plans are developed, evaluated, and updated based on a valid assessment that identifies current Divisional job-related training needs.

4. Training Delivery Techniques

Training staff may utilize the following training techniques or other modalities as may be appropriate and/or approved by the Commissioner/designee:

- a. Division of Corrections Training packages and programs.
- b. Instructors and speakers from within the Division.
- c. Area specialists (Public Safety Officers, Fire marshals, Academic professionals, and similar specialists).
- d. Audiovisual programs.
- e. Centralized staff training facility.

**D. The Training and Development Programs**

- 1. Employees in the Correctional Officer Series are required to:

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- a. Attend the Basic Correctional Officer Training,
  - b. Satisfactorily complete the program,
  - c. Satisfactorily complete a minimum of 160 hours of training during the first year of employment, and
  - d. Satisfactorily complete at least 40 hours prior to being independently assigned to any post.
2. The scoring benchmark for tests administered at the end of training by the Training Academy to satisfactorily complete the training program is eighty five (85) percent and is established by the Commissioner of Corrections and will be communicated at the outset of the training program. Probationary employees who fail to achieve the established benchmark may be terminated. (See policy #1.3.9: Staff Probationary Period).
  3. The Training Coordinator and instructors will assess all Academy program participants' conduct and competence throughout their training period. These expectations will be communicated to participants during the beginning of their pre-service training. Staff and instructors will notify the Training Coordinator of any documented medical condition that will hinder the trainee from successfully completing the program.
  4. The Training Academy will provide training targeted to the knowledge, job competency, skills, and attitude required to being successful as a Correctional Professional. The following topics among others will be included in the training:
    - a. Professionalism/Ethical Behavior.
    - b. Inmate Management/Supervision Techniques.
    - c. Criminal Justice System/Legal Issues.
    - d. Facility Security/Control Procedures.
    - e. Conflict Management Techniques.
    - f. Security Procedures and Regulations.
    - g. CPR/First Aid/AED
    - h. Self-defense and use of force to control inmates. (Full details of the curriculum are found in the Academy Training Program Manual).

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5. All new employees, including contractors, and volunteers who have regular or daily inmate contact will receive appropriate training during their first year of employment and will be tested. At a minimum, each employee will complete 40 hours of Security Procedures prior to being independently assigned to a particular job. Staff with limited inmate contact will receive a minimum of 8 hours of training. Additional hours of training are provided each subsequent year of employment. At a minimum, this training will cover the following topic areas:
  - a. Security Procedures and Regulations
  - b. Supervision of Inmates
  - c. Suicide Precautions
  - e. Report Writing
  - f. Inmate Rules and Regulations
  - g. Key Control
  - h. CPR/First Aid/AED
  - i. Rights and Responsibilities of Inmates (Full details of the curriculum will be included in the Academy Training Operational Manual).
6. All new full-time health care employees will complete a formalized, 40 hour of training program that include security and safety procedures before undertaking their assignments. These employees will be tested at the end of their training to measure their understanding of the general subject matter. At a minimum, the training program will include instructions in the following topic areas:
  - a. The purpose, goals, policies, and procedures of the Division.
  - b. Security and contraband regulations
  - c. Key control
  - d. Appropriate conduct with inmates
  - e. Responsibilities and right of employees/inmates. (Full details of the curriculum are included in the Academy Training Manual).
7. New clerical/support employees including part time staff who have limited inmate contact will receive at least 16 hours of orientation and training during their first 40 hours of employment. These employees will be tested on basic security and

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safety procedures to measure their understanding of the general subject matter. All persons in this category will receive an additional 16 hours of training each subsequent year.

8. New facility management and supervisory staff will receive management and supervisory training during their first 40 hours of employment through the Department of Personnel and the Training Academy. They will receive at least 24 hours of management training each year thereafter.
9. Employees in the management and supervisory positions must be able to score 85% or higher in all competency examinations administered at the end of training. The benchmark for competency score is established by the Commissioner of Corrections and will be communicated at the beginning of the course.
10. At the sole discretion of the Commissioner of Corrections, the examination results may be considered during:
  - a. Management and Supervisory employee probationary period and service rating. Probationary Management and Supervisory employees that ranked below the established benchmark may be extended, and re-tested; or may fail the probationary testing period. (See policy #1.3.9: Staff Probationary Period).
  - b. Non-probationary management and supervisory employees who failed to achieve the established benchmark may be disciplined and re-tested. Testing result may be used for service rating.
11. Training for returns from long term absence from work
  - a. An employee or former employee who returns to work in less than one year will receive limited re-orientation training at the facility, as appropriate. At a minimum, the re-orientation training will include those topic areas mandated as appropriate for the job title.
  - b. An employee or former employee who returns to work after one or more years of absence will be required to complete the same training as required for new employees.
  - c. Employees returning from leave or layoff will not be subject to termination solely for failure to successfully complete Divisional training curricula, but may be referred back to the Dept. of Personnel.

**E. Field Training for Custody Staff**



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1. Each Correctional facility will designate as many Field Training Officers, (FTO) as deemed necessary.
2. The Institutional On-site Trainer will provide on-site mandatory In-Service Training as requested by the Training Coordinator, and will coordinate the on-the-job training of probationary employees making sure materials provided by the Training Coordinator is being properly implemented and that all paper work are properly completed and is forwarded to the Training Coordinator at the end of program.
3. Prior to being assigned to the Academy for classroom training, newly probationary employees may be assigned by the Commissioner to spend two weeks at the hiring facility. The Shift Commander will provide schedule of activities for this period that reflects some on-the job training.
4. After classroom training (post academy), probationary custody staff will be assigned to complete a minimum of 40 hours of on-the-job training. , The probationary officers will complete training in each of a standardized performance areas detailed in the Academy Field Training manual that will be provided by the Training Coordinator. The FTO will complete the Daily Observation Check List/ Report on each trainee for each day of the training. At the end of the on-the-job training, the FTO will turn over the completed checklist and daily reports to the Institutional On-Site Trainer.
5. The Institutional On-Site Trainer will:
  - a. Conduct an interview with all trainees at or before the end of each facility post academy site training week.
  - b. Review observation reports prepared by Field Training Officers,
  - c. At the end of the field site training, compile and prepare an FTO program End-of Training Report, and
  - d. Forward a copy of the report to:
    - (1) Individual's primary supervisor, and
    - (2) The Training Coordinator.
6. This end-of training process will be used to approve the new employee to work without Field Training supervision. At the same time, it transfers supervisory responsibility of the Officer to the Shift Commander.
7. The Training Coordinator will:

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- a. Meet with all trainees within two weeks following the completion of the total Academy and Field Training program,
  - b. Assess current skills and weaknesses,
  - c. Address any shortcomings of the FTO program, and
  - d. Collaboratively review the FTO program report.
8. The Training Coordinator will forward a copy of the report to the Chief of Security of each individual's facility, and retains a copy in the employee's training folder.

**F. Extension of Training for Probationary Custody Staff**

By the end of the post Academy training, the trainee should be able to:

- a. Perform consistently at the minimum acceptable level of performance or higher.
- b. If the employee is not performing at the minimum acceptable level of performance (based on Daily Observation Reports and the Standardized Performance Checklists, etc.), training may be extended, or
- c. The employee may be terminated as provided in Divisional policy # 1.3.9: Staff Probationary Period.

**G. General In-Service Training Plan and Publication**

1. The Division's General In-Service Training Plan will be published each training year (January 1 – December 31).

The plan will be approved by the Commissioner and will at a minimum include:

- a. Core training courses as specified by the Commissioner of Corrections and in course descriptions.
- b. General training mandated through internal/external requirements, such as competency training, OSHA, Risk Management, and Missouri Revised Statutes, City of St. Louis administrative regulations through the Dept. of Personnel Training and Development Division, etc.
- c. The minimum number of annual training hours required of each employee.

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3. Employees must be able to score 85% or higher in all competency examinations administered at the end of training. At the sole discretion of the Commissioner of Corrections, the examination results may be considered during the employees' rating. Staff that ranks below the established passing score range will re-test and subject to a hearing review.
2. Individual Unit's Training Plans:
  - a. Unit heads may develop training plans specific to their needs. The plan may utilize portions of, or the entire Training Academy curriculum.
  - b. A copy of this individualized training plan will be forwarded to the Training Coordinator for consideration and assignment of available training dates.
  - c. The Training Coordinator will provide proficiency testing services for these individuals as requested by the Commissioner of Corrections/designee. The results obtained may be utilized in performance evaluation at the sole discretion of the Commissioner of Corrections/designee.

**H. Competency Training**

1. Correctional Shift Supervisors' training is required for all Correctional Shift Supervisors and will cover curriculum that advances them to the next management level. This training is coordinated by the Training Coordinator.
2. All Supervisors will complete competency training during their promotional probation and at recommended intervals by the Commissioner/designee, through classes offered by the Training Academy and selected classes offered by the Department of Personnel.
3. Supervisors will be tested and must be able to score 85% or higher in order to pass a training course.
4. Training for Correctional Managers, such as Detention Center Superintendents, Unit Manager, Chief of Security and similar management positions will include curriculum offered by external agencies such as the National Institute of Corrections, the American Correctional Association, etc.; and is coordinated by the Divisional Training Academy Coordinator. Advance training for this category of employees will consider:
  - a. Correctional Management and related subjects,
  - b. Labor Law,

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- c. Employee management relations,
  - d. Community Relations, etc.
5. Armory Training - This training teaches advanced skills needed to operate and repair weaponry.
  6. Transportation Training - All Correctional Officers who transport inmates will receive this training which focuses on safety practices, security and documentation.

**I. Cross Training**

The Commissioner of Corrections/designee may recommend cross training for employees when such training is required to acclimate staff in the operations of a sister facility.

**J. Instructor Recruitment/Certification**

1. The Commissioner/designee will recruit staff to be trained and certified as instructors.
2. Staff may volunteer as instructors to be trained to deliver in-service training provided they meet the requisite criteria; and must be approved by the Commissioner/designee.
3. Employees wishing to volunteer will submit a written request with their Detention Center Superintendent's approvals, to the Commissioner or the Training Academy Coordinator. Employee must indicate and will specify qualifications and experience that qualifies them to be an instructor. Assignment as an instructor is at the Commissioner of Corrections' discretion.
4. Instructor applicants will satisfactorily complete a 40 hours training course scheduled by the Training Academy. Applicants will be tested and must score 85% or higher in order to pass a training course.
5. Eligibility for abbreviated version of Trainer applicant training will be based on prior education and experience. An instructor candidate may be eligible for the abbreviated course if the applicant has had any of the following:
  - a. A four (4) year Bachelors Degree,
  - b. An Associate Degree from a Community College or College/University Teaching Certification

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- c. Instructor Certification and recent active instruction experience at another government agency.
  - d. Military Instructor training and certification.
  - e. Accredited Seminary College Certification.
6. The Training Coordinator will periodically observe and evaluate new instructors using performance criteria taught in the Training the Trainer course. At a minimum, each instructor and the training plan will be evaluated annually. Instructors including professional training staff (such as mental health staff) will be coached on instructional techniques and may be referred back through training courses to improve their skills.

**K. Academy Training Records**

- 1. The Training Coordinator will ensure to maintain a record of each Academy course that includes at a minimum the following:
  - a. Attendance records,
  - b. Course Table of Contents,
  - c. The instructor's name
  - d. Course beginning and ending dates,
  - e. Course evaluations,
  - f. Student test results, and
  - g. A record of certificates issued.
- 2. The Divisional policy #1.3.15: Personnel Files will govern the maintenance of staff and volunteer training records:
  - a. The Training Coordinator will maintain individual employee training records as appropriate.
  - b. Training and performance-related information will be compiled, establishing the basis for performance review. Training status reports will be published upon completion of training and is made available to appropriate management staff. Training status report will also be made available to management staff upon request.

**L. Resources for Training Academy**

1. The Training Coordinator will maintain appropriate resources for staff training.
2. The Training Coordinator will supplement Divisional training resources with the resources of other public and private agencies, industry, colleges and community libraries.
3. The Training Coordinator will ensure that materials and resources designated for Training Academy is not misused and/or removed from the facility without proper authorization and accountability.
4. The Training Coordinator will review resources and materials on a regular basis and will provide written status report to the Commissioner of Corrections.

**M. Certificate of Issue for Training Completion**

As appropriate, the Division will issue certificate of completion to staff at the end of successful completion of their training programs. The Training Coordinator will coordinate the certificate of issue.

**N. Quality Assurance and Process Evaluation**

1. The monitoring of training standards will be conducted by Training Coordinator with any person or group of persons approved by the Commissioner of Corrections. Compliance monitoring may include visits to facilities or offices for the purpose of reviewing training curricula, facilities, and records.
2. The Training Coordinator will ensure that a Field Training Program Operations Manual is published and updated annually that further define the contents of this policy.
3. The Training Coordinator will coordinate with the Policy Unit for policy updates on training, as necessary.