Program Statement

1. **PURPOSE AND SCOPE.** To establish comprehensive training procedures, specify training management responsibilities, and provide employees with access to the training process.

2. **PROGRAM OBJECTIVES.** The expected results of this program are:

  a. Employees will receive the training needed for their current positions, as well as for professional growth and advancement.

  b. Employee Development Department responsibilities will be clearly defined.

3. **DIRECTIVES AFFECTED**

  a. **Directive Rescinded**

    P3906.16 Employee Development Manual (3/21/97)

  b. **Directives Referenced**

    P3000.02 Human Resource Management Manual (11/1/93)
    P3713.22 Upward Mobility Program (8/26/02)
    P3906.18 Staff Mentoring Program (3/29/02)
    P3939.07 Chaplains' Employment Responsibilities, and
              Endorsements (10/26/01)
    Master Agreement

4. **STANDARDS REFERENCED**

    a.   American Correctional Association, Standards for Adult
          Correctional Institutions, 4th Edition, 4-4073, 4-4074,
          4-4075, 4-4076, 4-4077, 4-4078, 4-4079, 4-4080, 4-4082,

4-4083, 4-4084, 4-4085, 4-4086, 4-4087, 4-4088, 4-4089, 4-4090, 4-4091M, 4-4093, 4-4094, 4-4229

b.   American Correctional Association, Standards for Adult Local Detention Facilities, 3rd Edition, 3-ALDF-3C-04, 3-ALDF-1D-01, 3-ALDF-1D-02, 3-ALDF-1D-03, 3-ALDF-1D-05, 3-ALDF-1D-06, 3-ALDF-1D-07, 3-ALDF-1D-08, 3-ALDF-1D-11, 3-ALDF-1D-12, 3-ALDF-1D-13, 3-ALDF-1D-14, 3-ALDF-1D-15, 3-ALDF-1D-16, 3-ALDF-1D-17, 3-ALDF-1D-18M, 3-ALDF-1D-20, 3-ALDF-1D-21

c.   American Correctional Association, Standards for the Administration of Correctional Agencies, 2nd Edition, 2-CO-1D-01, 2- CO-1D-02, 2-CO-1D-03, 2-CO-1D-04, 2-CO-1D-05, 2-CO-1D-06, 2-CO-1D-07, 2-CO-1D-08, 2-CO-1D-09, 2-CO-1D-10

5. **ACTION REQUIRED.** Staff involved in employee training and staff development follow the procedures and meet the standards in the attached Manual.

                                    /s/
                               Harley G. Lappin
                               Director

CONTENTS

Glossary

ACA - American Correctional Association
AD - Assistant Director
ATP - Annual Training Plan
AW - Associate Warden
CDC - Central Distribution Center
CEO - Chief Executive Officer
DAD - Deputy Assistant Director
DTP - Department/Division Training Plan
EOD - Entry on Duty (date)
ESA - Employee Services Administrator
ESD - Employee Services Department
ESM - Employee Services Manager
ETP - Entry to Position (date)
FLETC - Federal Law Enforcement Training Center
HRMD - Human Resource Management Division
IF - Institution Familiarization
ICP - Institution Character Profile
ICT - Introduction to Correctional Techniques
JTA - Job Task Analysis
LEAD - Leadership Enhancement and Development
MSTC - Management and Specialty Training Center
NIC - National Institute of Corrections
NISC - National Independent Study Center
RD - Regional Director
SME - Subject Matter Expert
STA - Staff Training Academy
TA - Training Authorization
TMS - Training Management System
TOA - Training Opportunity Announcement
TSDB - Training and Staff Development Branch
UDC - Unit Disciplinary Committee

CHAPTER 1: EMPLOYEE DEVELOPMENT

This chapter describes training initiatives related to employee development, including Career Enhancement, Staff Development, and Computer-Based Self-Study.

Career Enhancement. The Career Enhancement process helps the Bureau and the employee by preparing him/her to assume positions of increased responsibility. It also helps employees seeking to become more effective in their positions, or who wish to help others in their career development.

Employee Services staff help with career guidance techniques, assessment and development tools, and guidelines concerning staff development.

Involvement in this program *does not* guarantee selection to a new position.

Each employee is responsible for his/her own development. In the Career Enhancement process employees must:

- Set their own realistic career goals.
- Accurately assess their current skills.
- Receive feedback.
- Improve skills needed for job effectiveness.

Each supervisor or manager is responsible for the development of employees.   The employee , if applicable, may request from their supervisor or manager to further assist their career by:

- Allowing time away from current duties to participate in development activities.
- Providing opportunities to serve in acting roles.
- Structuring work assignments to provide exposure to new aspects of work.

Development activities that are not officially Bureau-sanctioned or occur outside normal duty hours may have limited effectiveness on Career Enhancement.

Employees are never required to attend programs after their normal work shifts.

Staff Development. Employee Services Managers (ESMs) encourage staff to continue their development, provide options, and guide employees through Career Enhancement activities.

- Possible sources include cross-development courses, distance learning, self-studies, outside workshops, seminars, and other educational programs.

- When prudent, outside resources are used, including public and private agencies, private industry, and colleges and universities (e.g., training videos, ACA training, and library resources).

In some cases, an employee may wish to volunteer personal time to participate in career enhancement activities. Program participants are responsible for ensuring that development activities comply with the Fair Labor Standards Act (FLSA). The employee may seek further clarification from the ESM in regards to this provision.

Cross-Development Self-Study. Cross-development courses provide training to staff in areas outside their disciplines.

The Curriculum Development Manager at the Management and Specialty Training Center (MSTC), along with Central Office Branch Chiefs, ensures that courses are developed, reviewed annually, updated, and made available to Bureau sites.

After the employee completes course activities, he/she takes a computer-based test on the subject matter - *not* an open-book examination. Employee Services staff administer tests and enter course completion data onto the training record.

CHAPTER 2: EMPLOYEE DEVELOPMENT PLANNING

Training and other performance improvement initiatives are designed to meet the Bureau's goals and mission, including promoting, providing, and coordinating staff development.

Per American Correctional Association (ACA) requirements, an Annual Training Plan (ATP) is formulated each year based on an organizational needs assessment, conducted by each Employee Services Office on an individual, departmental, and organizational level. Documentation must reflect the needs assessment process and support the ATP.

Annual Training Plan (ATP). The Annual Training Needs Assessment is used to develop the ATP, which must be completed prior to (and used as justification for) the next fiscal year's budget.

- The local ATP consists of training and developmental activities that support the Bureau's mission by improving employee effectiveness.

- The plan must be approved by the Training Committee; the final approving authority is the CEO.

- The ATP is the strategic plan for each servicing Employee Services Office.

- The ATP serves as justification for requesting funds. It must be adjusted once budget allocation is received, and approved through the same process.

Per ACA, the ATP is a working document and the ESM adjusts it to reflect changes, updates, replacements, and accomplishments. In addition to the Fund Control System, additions and deletions are shown in an attachment.

The ATP has two categories: performance goals/improvement and supplies/equipment.

The ATP identifies participants by name, title, or department and includes Course Name or Description, Cost, Source of Funding, and Status (completed, canceled, etc.).

RESPONSIBILITIES

Immediate Supervisor/Manager

- Meets with each employee each year to determine individual needs assessments, prioritize, and reach agreement regarding the employee's needs.

- Forwards information to the Department Head for inclusion in the Department Training Needs Assessment.

Department Head/Regional Office Administrator/Training Center Director/Central Office Section Chief

- Assesses department needs by assessing the effect the training/development will have on the employee, department, and institution/office.

- Discusses with employees and supervisors their training and development needs.

- Submits a Department/Division Training Plan (DTP) to the ESM, with each training activity prioritized.

Employee Services Manager

- Obtains plans, including specific justifications, from each department in the institution, administrative office, division, or Training Center, including all training regardless of cost or funding source.

- Collects relevant documentation from the sources listed (and any other data from any source not listed that has an impact and is unique to the location).

- Drafts the local ATP, using department DTPs with other data relating to training.

- The ATP is reviewed by the Training Committee and submitted to the Warden for approval by June 1 for budget justification.

- The ATP for the Central Office is submitted to the Deputy Assistant Director, Human Resource Management Division (DAD, HRMD).

CHAPTER 3:   PROGRAM ADMINISTRATION

This chapter establishes a method of administrative operation in Employee Services offices and outlines an efficient organizational structure. The administrative procedures describe the minimum management and documentation systems needed to create a historical base of information.

Facilities for classroom instruction must be easily accessible, free from distracting noise or observation by inmates, large enough to accommodate all students, and set up for audiovisual presentations.

Training Committee. A Training Committee must exist in all institutions (Regional Offices, Central Office, and Training Centers excluded). The committee is chaired by the Employee Services Manager/Specialist. At minimum, one Associate Warden is a member; in his/her absence, acting representatives are appointed. In Complexes, an AW from each institution attends meetings. In accordance with provisions in the Master Agreement, the Union is afforded membership on the training committee.

Per ACA requirement, meetings are quarterly, and announced via e-mail to department heads, executive staff, and the Union president. Minutes are kept on file for three years. ESMs develop a process and form to review and approve training requested between meetings. Agenda items include:

- Review Annual Training Plan and report to the committee all additions/deletions.
- Review training budget and receive approval from the committee for variances.
- Develop training based on issues that affect specific departments and the entire institution, ICP, Strategic Planning, JCAHO, Program Review, ACA, significant incidences, etc.).
- Review program evaluations for effectiveness.
- Prioritize training requests - individual, departmental, and institutional - to formulate the ATP.
- Review and recommend approval/disapproval of training requests received by the Employee Services Office.

Recordkeeping. The Employee Services Office keeps documents in this section on file for three years.

a. Nomination/Cancellation Files. Training Centers' nominations are kept on file until training is completed. The following cancellation documents are kept:

- Request for cancellation originating from the department head.
- Warden's signed request for cancellation to the Regional Director.
- Regional Director's (RD)(or designee's) approval.
- Assistant Director, HRMD's (AD, HRMD, or designee's) approval.

b. Program Evaluations. Evaluation summaries are maintained for internal training programs hosted by the ESD. Evaluations are reviewed and signed by the ESM and the program instructor, and maintained for three years.

c. Training Records. Training records are produced based on individual and departmental requests.

d. Training Authorization/Certification/Documentation. Mandatory training must be keyed by Employee Services staff at least once per quarter. Course codes, titles, dates, and hours are verified for accuracy per the Training Management System (TMS), Training Authorization (TA) and Training Guide before data entry. All training conducted at BOP training centers will be keyed by the respective training center.

An obligating form (TA [SF-182], credit card document, or purchase order) is prepared for external training involving expenditures. The ESM signs SF-182's for his/her cost center, and all other obligating documents.

It is not necessary to print a hard copy SF-182. Some form of input document will be used to initiate and certify training completion - sign-in sheets, schedules, memorandums, or any document authorizing the training and containing the required information.

Files containing keying documentation are maintained for three years. The ESM/ESS may exercise discretion in keying non-mandatory training requests (On-the-Job-Training [OJT], Acting assignments, etc., of less than eight hours).

e. New Employee Documentation. In order to fulfill ACA requirements, the following documentation, produced from the Institution Familiarization (IF) and Introduction to Correctional Techniques (ICT) programs, is available on all new employees (Training Centers, Regional Offices, and Central Office are exempt):

- Copy of IF schedule/agenda.
- Course Evaluation.
- Staff Training Academy evaluation.
- Performance signoff sheets.

f. Annual Training. In order to fulfill ACA requirements, the following are retained:

- Agenda.
- Sign-in sheets.
- Dated employee roster.
- Medical exemptions (including a projected completion date), signed by the CEO.
- Firearms certification sheets/scores (institutions only).
- Firearms dated rosters (institutions only).
- Lesson plans.
- Course evaluations.

g. Program Review. Operational and program reviews of the Employee Services office are maintained until the next program review is completed.

h. Mandatory Standards Temporary Exemption.   Defined as, a temporary release from a mandatory training requirement. Documentation (i.e., medical documentation, military orders) for temporary exemptions must be provided to the ESM and approved by the CEO.

i. Budget Information. Each Employee Services Office must maintain a budget monitoring system.

j. Other Administrative Records. Strategic Planning documentation and lesson plans are maintained as hard copy or electronic files for routine office functions.

Training Opportunity Announcements (TOA) (Attachment 1)
A TOA is required for locally developed programs for which participants have not been identified through mandatory standards, needs assessment, or other means.

Criteria for determining whether a TOA will be used to select participants depends on who has training oversight. If a training requirement exists, a TOA is used. Collateral-duty positions are also announced on a TOA.

A TOA is used for all training for which participants are competitively selected. The announcement is created by the ESD and posted in areas of high visibility.

The TOA is open for **15 working days**. The Union receives a copy per the Master Agreement.

Use the following format (additional information may be added):

- Opening and closing dates of announcement.
- Title.
- Number of vacancies to be filled.
- Date and location of the training.
- Description of the training.
- Eligibility group/qualifications required.
- Application procedures.
- Impact statement regarding promotion potential.

For continual or recurring training, TOAs may be posted on an open-continuous basis and selections made when necessary. Open-continuous TOAs are closed out each fiscal year.

Application Process. Employees submit, through their supervisor, a memo stating their interest in the training and its relevance to their work. If required by the TOA, employees document their qualifications.

After the closing date, submit the file to the CEO (final selection authority). Keep these documents for three years:

- Memo documenting official selection. The ESM prepares the document for the Warden (or designee) indicating, in alphabetical order, which applications are eligible. The document must allow the Warden to make an obvious mark by the name of the employee(s) being selected and provide a signature blank.
- Copy of the TOA.
- All applications.

Notify applicants and selectees' supervisors via memorandum, of the CEO's selection (kept in the TOA file).

Certified Instructors. Use these procedures to announce, select, and train certified instructors. An institution must select at least two instructors for a specialty program area.

A TOA is used to select certified instructors. Qualifications are in the TOA. Applicants must:

- Have completed the probationary employment year (unless waived by the Warden).
- Agree to any conditions noted in the TOA.
- Certify they are physically able to perform the duties.
- Maintain at least a "fully successful" performance evaluation in the current year.
- Be able to communicate clearly - orally and in writing.
- Be willing to meet the duties of the instructor position for at least three years after certification.

A Certified Instructor's Willingness to Train Memorandum (Attachment 2) is sent with the application. Certification follows the employee to future duty stations.

Employees selected as certified instructors attend a national certification training program at the appropriate Training Center. They must be available to teach as necessary to meet institution needs (at least every 12 months).

Re-Certification. The Bureau requires re-certification every 24 months for instructors in firearms, self-defense, disturbance control, and side handle baton. Instructors in the remaining course areas re-certify only as changes are made to course content.

The ESM and Lead Instructor conduct re-certification at the institution. In the interim, the instructor must instruct a course at least every 12 months to maintain instructor status.

At least every 24 months, the ESM and Lead Instructor observe the instructor's technique, safety, group interaction, and instruction skills and document the re-certification.

Recommendations for or against re-certification are made to the Warden through the ESM. If an instructor does not meet training requirements or the institution's training needs, the ESM recommends retraining or removal.

The Warden is the approving official; the ESM maintains approval/disapproval documentation. Upon re-certification, the training is documented on the individual training record.

Lead Instructor. The Lead Instructor is the ESM's subject matter expert in a specialty area. At a minimum, lead instructors re-certify other instructors. The Warden appoints a lead instructor in each specialty, with input from the ESM. Criteria include:

- Knowledge and experience in the specialty.
- Instruction ability.
- Effectiveness in working with institution staff.
- Leadership/organizational skills.

Lead Instructors must attend re-certification at the appropriate Training Center every three years and help the ESM re-certify other specialty instructors.

MSTC/STA Nomination/Cancellation Procedures. Procedures for nominations to MSTC/STA courses are:

- Form 24s are submitted to MSTC for courses listed on the quarterly report.
- Nominations for ICT classes are forwarded to STA.
- Requests for NISC correspondence courses are submitted via e-mail or memo to MSTC.
- For classes conducted by MSTC/STA or Central Office but not listed on the Quarterly Report, a memo is issued by the Discipline outlining nomination procedures.
- Nominations for STA classes are forwarded directly to STA (e-mail or written).

Valuable time and resources are lost when employees are canceled from training. These procedures ensure effective use of the entire training process.

Cancellation requests for classes held at MSTC for reasons not cited in Chapter 6 must be approved by the RD, AD, or designee.

ESMs receive quarterly reports from MSTC listing nominations made via Form 24. The ESM reviews the Quarterly Report to ensure all nominations are listed. If an employee is no longer eligible for training, the ESM requests his/her removal from the participant list via Form 24 within 30 days.

CHAPTER 4: TRAINING AND STAFF DEVELOPMENT BRANCH

This chapter covers Training and Staff Development Branch (TSDB) policy and initiatives. Its provisions apply to the branch, as well as institutions and other Bureau components..

NATIONAL TRAINING PROGRAMS

TSDB coordinates and makes site selections for several national training programs (New Wardens, Wardens, Associate Wardens, Leadership Forum, etc.). The numerous tasks involved in planning these events may require assistance from all levels of the agency.

Site Selection. TSDB recommends the city where national training will be conducted based on a cost analysis (average airfare, per diem, lodging, space rental, availability of a federal facility, etc.). TSDB's recommendation will follow Federal Travel Regulations and Departmental policy, which encourage use of a federal facility for internal Departmental conferences and training. Prior to onsite visits, TSDB establishes a list of at least three locations (hotels, conference centers, etc.) to evaluate, based on solicited proposals.

After identifying suitable hotels, the branch chief or designee makes site visits. TSDB forwards a recommendation to the AD, HRMD, who makes a final recommendation to the Director. Once approved, TSDB notifies the host region and establishes a contract with the hotel. Resource personnel (if needed) are requested through the host RD.

Curriculum Development. A needs assessment is conducted with the target audience and their supervisors prior to each national training program. The exception is standardized national training programs in which there is no direct Executive Staff input - New Warden's Training, Leadership Forum, etc. At minimum, there is a full review every two years and a cursory review each year for national standardized training.

A committee is set up to create a draft agenda for non-standardized national training using the needs assessment. *Note:* Some committees may need to meet in person; this requires approval by the AD, HRMD. All other committees meet via teleconference, videoconference, or Centra.

Training Agenda Committee. Upon establishment of the agenda committee, the Assistant Director for the discipline appoints a chairperson to oversee progress. The committee solicits input from the target audience and their supervisors.

Upon receipt of feedback - needs assessments, prior training evaluations, and agenda - the workgroup meets via teleconferences to complete the draft agenda. The completed agenda is forwarded to the Assistant Director for approval.

Evaluations. The coordinator for the national training program distributes course evaluations. At a minimum, evaluations assess the effectiveness of the instructor's presentation and whether the information will be beneficial to participants' jobs.

After the training, a summary of evaluations is provided to the AD. After his/her review, evaluations are forwarded to presenters. If recommendations are specific to a presentation, these are forwarded with the evaluation.

REQUESTS FOR NATIONAL POLICY ASSISTANCE

TSDB updates and interprets training policy and external regulations and requirements (OPM and DOJ Regulations, Executive Orders, etc.). The Branch answers requests for policy interpretations by Employee Services staff, Program Review Examiners, and others.

Employee Services Managers/Specialists are encouraged to address policy questions to their regional administrator *before* contacting TSDB. When national guidance is necessary, requests can be made via e-mail (BOP-HRM/TSDB), phone, or regular mail.

Requests are typically answered within three working days; however, some require further clarification from other Central Office disciplines. Status updates are provided by TSDB.

When information is requested in connection with a Program Review (either by examiners or the office being reviewed), the requestor faxes the documentation with the information requested. Guidance may be provided without this documentation (e.g., clarification/interpretation of policy is needed). This ensures the information is consistent with the request and the documentation provided. TSDB maintains a log of decisions regarding policy information.

NATIONAL TRAINING PROGRAM NEEDS ASSESSMENTS AND FUNDING

To ensure that national training programs are based on an identified need and provided in the most cost-effective way, a comprehensive needs assessment is conducted every other fiscal year. (This is different from the needs assessment process used to request project funding for special discipline needs; see needs assessment section.)

To ensure there is no overlap in funded training, Divisions use this process only to request funding for national training, as opposed to a continuous training initiative.

TSDB initiates a national training program needs assessment every other year by January. A memo from the AD, HRMD, goes to each Division detailing the process and format by which to request program approval and funding. Divisions have 30 calendar days to return **the form** to TSDB.

TSDB, along with the DAD, HRMD, ranks requests based on criteria that evaluate the proposed training's effect:

- On the Bureau's, Division's, or discipline's mission.
- By legislative, policy, or procedural change.
- Based on turnover in the discipline since the last national training program was conducted.

Once the evaluation is complete, a prioritized list is submitted to the AD, HRMD, and the Director for approval. TSDB notifies each Division and the MSTC Comptroller (for funding allotment) of programs that are approved and works with them to ensure the most cost-effective means is used.

DATA MAINTENANCE

TSDB supports Employee Services in data maintenance, including ID resets and troubleshooting. It is imperative the Branch maintain a strong rapport with the product vendor, and support the field in a timely manner to ensure continuous access to staff records and reports.

Requests for assistance can be placed either by phone or e-mail. The automation administrator or alternate logs the request (date, institution, problem, and action). To request a USER-ID, the requestor submits a memo through the ESM to TSDB.

Response time varies, depending on the nature of the request or whether the automation administrator needs to contact the vendor for additional support.

Typically, requests for ID resets are completed in one working day; requests for troubleshooting assistance are processed within two days. The requestor is notified, with expected date of resolution, if the time exceeds three days.

COURSE CODE TABLE

TSDB manages the Course Code Catalog in the Training Management System (TMS). The Course Catalog is accessible to all staff who have been assigned a TMS ID. The catalog contains all course codes assigned to Bureau mandatory training programs; courses which requires tracking of staff completion due to other DOJ, Federal or legal mandates; as well as numerous non-mandatory professional development courses, sponsored by various vendors and outside sources.

 Following is a reference guide detailing the course code format:

COURSE FORMAT

> **ADM-0010-BXX   Budget Analyst -BOP**
> **EXD-0270-GSX   Team Building and Leadership, Supv (OPM) - GOV**

Product Group (Prefix) = ACQ, ADM, CAF, CCM, CPG, CSM, CSG, DIR, EDM, EDU, EXD,EXS, FAC, FDS, FIN, FPI, GNR, HRM, HSD, IPD, ISM, LGL, NET, PCB, PRD, PSY, REC, RLG, SFT, SSE, SYS, TEL, VOL

Course Number within Product Group = "0000" = The code number is assigned consecutively within Product Group Code Courses

Suffix
First Letter represents SOURCE = (B)OP; (V)endor; (G)ov Agency; (S)tate/Loc; (C)ontracted Vendor

Second Letter represents SUPERVISORY = (S)upervisory; (X)not supervisory

Third Letter represents EXEC STAFF = (E)xecutive Development; (X)not Exec Dvlp

Additions to the Course Catalog will be processed by the The Training and Staff Development Branch upon receipt of a Training Course Code Request Form (Attachment 6). TSDB will notify the requester of new course code assignments (usually within five working days).

DIVISIONAL TRAINING AUTHORIZATIONS (SF-182)

Training Authorizations (SF-182s) completed by Central Office divisions for national training are submitted to TSDB to ensure that pertinent information is provided and that the forms are completed correctly.

EXECUTIVE DEVELOPMENT

The BOP's management of executive development training is coordinated through the Leadership Enhancement and Development (LEAD) Program by TSDB. The Chief, TSDB serves as the Administrator for the LEAD Program and identifies leadership training programs that help staff at first-line supervisor level and above develop or enhance leadership and management skills.

It is critical that programs are of the highest quality and target skills and competencies necessary to be successful at the highest levels of the Bureau.

At the beginning of the program and annually thereafter, all program participants are required to complete 360-degree-assessment, which measures leadership skills and traits of managers. This assessment is designed to collect information from a number of different sources (or perspectives) about a target manager's performance. The principle strength of a 360-degree-feedback instrument is its use of multiple perspectives. The raters are the supervisor(s), peers and subordinates. Program participants will be required to send a copy of their individual feedback assessment to the Chief of TSDB. This documentation will also be reviewed by the AD, HRMD, for assessment and individual development. No information from this assessment will be utilized for promotion potential or inclusion in the performance evaluation process. Further information on assessment participation will be addressed prior to program enrollment.

Annually, the Administrator determines courses to be offered during the next fiscal year, based on discussions with training vendors (OPM, NIC, etc.), a 360-degree assessment, or Executive Staff input.

Once determined, the Administrator creates a LEAD Program Training Plan (LPTP), to be approved by the AD, HRMD.

Training Opportunity Announcement. A TOA is used to select participants for the LEAD Program, consistent with merit system principles. *Involvement in this program does not guarantee a future promotion*.

A standard-format TOA is created by TSDB and sent via e-mail to Bureau facilities. It is open for *15 working days*. Accuracy is imperative - it documents competitive consideration of all applications.

After the closing date, the file is submitted to the AD, HRMD (unless different instructions are noted). The Director or AD, HRMD, is the final decision authority. TOA documentation is filed for three years.

The Chief, TSDB, sends written notification to the selectee and his/her ESD, and sends non-selection notifications to applicants.

Program Evaluations. Participants in Executive Development courses must complete an evaluation, forwarded to each participant via e-mail. The Administrator reviews course evaluations, and, when significant trends are noted (e.g., courses not meeting expectations), identifies solutions or alternatives and forwards them to the DAD, HRMD, for approval.

Cancellations. Cancellations for Executive Development courses must be forwarded to TSDB in a timely manner, per instructions in the Training Authorization.

Training Authorization/Certification/Documentation. Executive Development training is keyed by the **ESD** of the participant's institution. An obligating form (Training Authorization [SF-182], credit card document, or purchase order) is prepared for external training involving expenditures. The Administrator and the Chief, TSDB, sign all SF-182s and other obligating documents. A copy is forwarded to the participant and his/her Employee Services Office.

National Institute of Corrections Training Academy (NIC). Executive Development courses are available through NIC. Bureau applicants, even if locally funded, must forward the endorsement and application forms for approval by the Chief, TSDB.

CHAPTER 5: STAFF TRAINING ACADEMY

INTRODUCTION TO CORRECTIONAL TECHNIQUES (ICT)

Each new permanent or temporary employee with an established permanent appointment conversion date with the Bureau or PHS, and former employees who are reinstated with a three-year (or more) break in Bureau service, must successfully complete the three-week ICT program.

Training must begin no later than the 60th day after entry into the permanent position. The 60-day requirement may only be extended by waiver; the Warden must forward a request through the RD to the AD, HRMD, or designee. *Waivers will not be approved for the Physical Ability Test (PAT).*

Employees must begin the course within 60 days of reporting for duty in an institution. Before attending ICT, staff must successfully complete Institution Familiarization.

Regional or Central Office employees assigned to an institution for more than 90 days must successfully complete ICT. For Central and Regional Office and Training Center employees who are not assigned to an institution, ICT is optional, on a space-available basis.

Nomination. Timely nomination is imperative to meet the 60-day requirement. The ESM or designee sends an electronic or written nomination to STA's Employee Services Department within 40 hours of a new employee's EOD, with the following information:

- Employee's name.
- EOD Bureau.
- Position title.
- SSN.
- Gender of employee.
- Institution.
- Smoking/Non-smoking preference.

The Health Services Administrator ensures new employees are screened by a medical officer, before entering on duty *and* before attending ICT. The HSA (or designee) mails a copy of each new employee's health screening forms (BP630.060 and BP631.060) to the STA ESD, within 40 hours of a new employee's EOD.

Scheduling. Once nomination information and health screening forms have been received, the STA ESM schedules each new employee for an ICT class. New employees are not scheduled until this paperwork is received.

Students are scheduled in order of EOD. Once the participant list is confirmed, the STA ESM forwards an electronic Training Authorization to the institution ESMs within five days.

If scheduling difficulties prevent a significant number of staff from beginning ICT within the 60-day requirement (insufficient classroom space, high activation rates, canceled classes, etc.), the STA ESD requests a blanket waiver through the STA Director to the AD, HRMD. The approved waiver is sent via e-mail to ESMs.

Once an employee is scheduled, the institution ESM notifies Health Services of the start date; the HSA submits a health re-certification memo by e-mail to the STA ESD one week before the participant starts ICT. This must be received by the STA ESD before the employee attends training - failure to submit it may result in the employee being removed.

Cancellations. In case of personal (medical or family emergency) or institution emergency (disturbance, food strike, lockdown), the ESM requests a delay in the training.

A training cancellation or postponement must be routed via e-mail or memo through the Warden to the RD if it results in a participant exceeding the 60-day requirement.

The RD forwards requests to the AD, HRMD, or designee. Upon approval/disapproval, an e-mail is sent by the AD, HRMD, to the Training Center Director, with a copy to the institution.

Completion Requirements. Staff must be proficient in the knowledge, skills, and abilities needed for correctional work. "Proficiency" is defined as the successful completion of ICT as a condition of employment for employees covered under 5 U.S.C. § 8331(20). "Successful completion" is defined as acceptable performance for three components:

- **Firearms.** On approved courses of fire, score 70% or higher with the 9MM handgun, 70% or higher with the M-16 carbine, and 100% with the shotgun. Refer to the current Operations Memorandum on Firearms Training for courses of fire.

- **Academics.** Achieve 70% or higher on the written academic test of job knowledge.

- **Physical Ability Test (PAT).** Complete five events:

  Dummy Drag: Drag a 75-1b. dummy three minutes continuously for a minimum of 694 ft.
  Ladder Climb: Maximum 7 seconds.
  Obstacle Course: Maximum 58 seconds.

  Quarter Mile Run and Cuff: 1/4 mile and apply handcuff within 2 minutes, 35 seconds.

Stair Climb: With a 20-lb. weight, climb up and down 108 steps within 45 seconds.

The PAT mandates a minimum passing score based on a set compensation model. A composite score is based on the student's five event scores.

Participants must also demonstrate proficiency in practical skill areas (safe weapon handling, self-defense, search procedures).

Physicians and dentists may waive firearms training; instead, they must complete a project that STA staff assign. If they do take firearms, they must qualify or be subject to termination.

As a result of the Law Enforcement Officers Safety Act (LEOSA) the Bureau has carefully reviewed the role of PHS officers and determined that PHS officers will no longer take firearms training, including the Bureau's Introduction to Correctional Techniques course, ART, or any other specialized firearms training course.

Chaplains do not take firearms training (and do not participate in annual firearms qualification at the institution). Instead, they complete the cross-development series on chaplaincy or an equivalent study course.

Except as otherwise provided by law or regulation, or expressly provided herein, a new employee covered under 5 U.S.C. § 8331(20) who does not complete all three areas successfully will fail ICT; his or her conditional employment with the Bureau will be terminated. Employees failing ICT will not be retained via waiver or hired as a temporary appointment.

Qualified persons with disabilities are required to complete ICT successfully as a condition of employment for a position covered under 5 U.S.C. § 8331(20). A "qualified person with a disability" is one who can, with or without reasonable accommodation, perform the essential functions of the position, including successful completion of ICT.

The ESM screens any employee with a temporary medical condition (injury, illness, pregnancy, etc.) and requests a waiver until the employee has recovered. The request is routed through the Warden to the Regional Director to the Assistant Director, HRMD, or designee. A final determination whether a medical condition is temporary or permanent, and whether a waiver will be granted, is based on a physician's assessment. All medical information is considered confidential under the Privacy Act of 1974.

Motivational/Professional Category. The Class Coordinator and instructional team assess the motivational/professional category throughout the training, using these criteria:

- Ability to communicate (written/oral) and cooperate effectively.
- Role-play scenarios.

- Classroom participation.
- Classroom conduct.
- Proper wearing of the uniform.
- Demonstrated excellence in citizenship.

Evaluations are graded:

- **Satisfactory -** The student had no difficulty during the training or resolved difficulties with no residual reflections on character, conduct, or performance.
- **Unsatisfactory -** The student had to be counseled because of negative behavior and demonstrated no change in behavior, resulting in a negative report. The Director, STA, has final review.

Student Failures. STA staff notify any student who does not pass in all three areas verbally immediately after the failing grade is determined. The Director, STA, notifies the sending Warden and ESM of any students who do not pass. A failed employee returns to the institution for formal removal. STA provides the sending ESM with documentation as a basis for removal.

Students who do not pass firearms may remain at the STA for additional intensive training for up to five business days (40 hours) after their class graduates. If the student is still unable to qualify, he/she will be terminated from employment.

Honor Graduates. To be eligible for Honor Graduate, a student must achieve the following:

- Academics - Cumulative score of 95%.

- Firearms - Attain 143 of 150 possible points on Transtar II target with 9mm pistol, 28 hits on target silhouette with M-16 Carbine, and 5 hits with at least one pellet from each shotgun round, placing a hole on silhouette. A shooter firing rounds on any shooting point other than that assigned during a qualification course of fire is not eligible for Honor Graduate. Two opportunities are given to demonstrate proper loading and unloading using a clearing barrel. A student requiring remediation on weapons is ineligible for Honor Graduate or a Certificate of Exceptional Performance.

- Physical Ability Test - Complete all five events as discussed earlier.

- **PP&MPC/Self-Defense** - Demonstrate specific self-defense technique, identified by evaluating instructor, after each role-play. Must be performed correctly on first attempt.

- **PP&MPC** Communication and Compound Exercises - Students who attain more than one rating other than acceptable or highly acceptable cannot be Honor Graduates.

- ■ Restraints - Students are assessed using the 10 primary points from the Restraints Review/Remediation Sheet (Attachment 3). Must score 100% on first attempt.

- ■ Pat Search - Students are assessed using the 10 primary points from the Pat Search Review/Remediation Sheet (Attachment 4). Must attain 100% on first or second attempt.
- ■ Visual Search - Students list, in correct order, the proper steps of the Visual Search on first attempt.

- ■ Motivational/Professional Category - Satisfactory evaluation.

Honor Graduates must be exemplary in attitude, professionalism, and motivation. An Unsatisfactory evaluation in motivation/professionalism removes him/her from consideration for Honor Graduate. The institution is informed of the student's problem(s), and an Unsatisfactory evaluation is noted in the student's evaluation narrative.

A student may appeal the decision to withhold Honor Graduate status due to an Unsatisfactory evaluation by sending a written appeal to the DAD, HRMD, within 30 calendar days after graduation.

Each Honor Graduate receives a framed Certificate of Graduation with Honors and a Commendation for placement in his/her official personnel file. The Class Coordinator completes a Letter of Commendation on each Honor Student within two working days of graduation. The original and two copies are sent to the institution CEO.

Participant Evaluations/Re-validation. ICT participants are evaluated on each pass/fail area, as well as performance in other areas (communication skills, general attitude, areas of difficulty).

A written evaluation is forwarded to the staff member's Warden and ESM within two weeks of ICT completion. The evaluation includes final test scores, general description of the employee's performance, and areas that require further training.

Participants are expected to complete Level I evaluations on the training program on the last day. Level III evaluations are forwarded to the participant and his/her supervisor about six months after graduation.

Re-validation of existing training is the process of measuring an established training course against criteria used for creation of the course. Re-validation only applies to national and Training Center courses, and is required when:

- ■ Original objectives have been met.
- ■ Significant content changes are evident or proposed.

■ All of the target audience has been trained.
■ Significant changes in the Bureau's policy, mission changes, Government-wide initiatives, etc., affect an existing training initiative.
■ Two years have elapsed since the last validation.
■ Measurement data using Level II or III evaluations indicate that the competencies have been developed (only applies to national and Training Center courses).

SPECIALTY TRAINING PROGRAMS

The STA provides and coordinates other specialty training programs, including Bus Officers Training, Firearms Instructor Training, Self-Defense Instructor Training, Marksman-Observer Rifle Training, and others.

Nominations. The institution ESM submits nominations for Specialty Training Programs to the STA Program Coordinator. Nominations for Self-Defense Instructor Training are submitted to the National Self-Defense Coordinator at STA. Nominations for the Marksman/Observer Precision Rifle Program are submitted by the Office of Emergency Preparedness. Nominations can be sent by e-mail or memo and include:

■ Employee's name.
■ EOP (for certified instructor courses).
■ Position title.
■ SSN.
■ Gender of employee.

Scheduling Training Classes. The STA ESM schedules classes at STA. A list of tentative classes and dates is submitted to the FLETC scheduler by April 1 for the upcoming fiscal year.

For classes at other locations, the Program Coordinator or National Self-Defense Coordinator (for Self-Defense Instructor training only) arranges the scheduling. Such "road shows" are scheduled in a way that maximizes cost effectiveness and training opportunities. Normally, offsite training programs are evenly distributed among the regions.

STA staff initiate requests for training to be conducted at institutions. Requests are forwarded from the Academy Director to the Warden by e-mail. Institutions may request that a training program be conducted locally by forwarding an e-mail request from the Warden to the STA Director. Criteria for hosting a program include appropriate training space/materials, travel and lodging accessibility, training need, etc.

The Program Coordinator normally distributes the upcoming fiscal year's tentative schedule for specialty training programs (at STA and other locations) by e-mail by September 15.

Scheduling. The Program Coordinator or designee maintains a list of nominations for specialty training. Participants are selected based on ETP date, institution need, and cost effectiveness. Priority is given to staff located closer to the training site (for "road show" programs).

Once the participant list is confirmed and participants are scheduled, the Program Coordinator forwards a training authorization to institution ESMs via e-mail at least five weeks before training begins. Generally, the institution hosting a road show is offered a number of slots for its staff.

Rescheduling/Cancellation. In case of personal (medical or family) or institution emergency (disturbance, food strike, lockdown), or change in status (termination, resignation, reassignment), the ESM may request the training's delay through rescheduling or cancellation.

A memorandum requesting rescheduling is routed via e-mail from the Warden through the Regional Director to the Assistant Director, HRMD. After approval, an e-mail notification is sent to the Training Center Director with a copy to the institution.

Pass/Fail Policy. Each specialty program has an established completion guideline. Most include a pass/fail evaluation, such as obtaining a specific firearms score or demonstrating a skill. Failure to complete the training satisfactorily may prevent a participant from receiving certification or continued assignment (e.g., Instructor or Bus Crew member).

CURRICULUM DEVELOPMENT/MATERIALS REQUESTS

The STA Curriculum Development Department develops the curricula for IF, ICT, and Specialty Training. Curricula are reviewed on a three-year cycle. Earlier reviews may be conducted as policy changes, legal decisions, new technology, or significant events dictate. Lesson plans are reviewed for policy compliance by STA staff and subject matter experts (SMEs).

Curriculum Development supplies ESMs with manuals and other materials for training at the institution. To request materials, the ESM completes a "STA, Glynco Manual Request Form" and sends it to the mailbox "GLN/MANUAL REQUEST." STA coordinates printing, warehousing, and shipping of materials (normally shipped within 14 days of receiving the form).

CHAPTER 6: MANAGEMENT AND SPECIALTY TRAINING CENTER (MSTC)

CHANGES TO MANDATORY TRAINING STANDARDS

The Bureau has procedures for requesting changes to mandatory training, including classroom-based, self-study, distance learning, computerized learning, and video productions.

National Program Level Code 21N1 supports extensive training activities, ranging from residential-based programs to local institution programs. To evaluate the use of training funds and the results of these programs, a development and review process exists.

Requesting Changes to Mandatory Training Standards (including changes to existing mandatory training as well as establishing training not previously offered at a Training Center or an offsite location). Any person coordinating training programs conducted with 21N1 funds must ensure compliance with this policy. Discipline project managers, institution ESMs, ESAs, and Training Center Directors must meet requirements in their areas.

- Complete a **Change Request to Mandatory Training Standard** form **(BP-A776.039)** (located on BOPDOCS forms area on Sallyport) and cover memo requesting training to be administered by MSTC.

- The **BP-A776.039** and cover memo are forwarded to TSDB with a copy to the Training Center where the request will be evaluated. A justification of the training need and fiscal impact statement must be included.

- The Training Center Director prepares and submits evaluations, recommendations, or alternatives to the DAD, HRMD, for review.

- The DAD approves, denies, or provides alternative(s) to the proposal.

- A copy of the request is forwarded to TSDB.

- For approved training, the Training Center Director assigns a contact person to work with the requestor. That person facilitates the process, clarifies issues, develops strategies, and provides expertise on training matters.

- Training Center staff review approved proposals annually to determine any continuing need for the training. The Training Center Director or designee assists with cost analysis if requested.

- If the need still exists, but alternate delivery strategies are available, Training Center staff work with subject matter experts to make adjustments.

Monitoring. Discipline project managers use the following procedures to monitor Cost Center 21N1 funds:

■   The project manager completes an assessment to determine training needs for the discipline (required for established programs). Changes in eligibility or curriculum may trigger the need to file a new Request for Training. In addition, changes in fiscal impact may require new processing.

■   Using this assessment, a training plan is developed reflecting realistic goals for the project code, including a cost analysis. Training plans are then sent to the National Training Controller and Training Programs Manager, MSTC, for consolidation by May 31. The controller then submits the consolidated package to the DAD, HRMD.

NOMINATION/CANCELLATION PROCEDURES FOR MSTC COURSES

Training Request/Removal Application (EMS-A024.39 (Form 24)(Attachment 5)(located on BOPDOCS forms area on Sallyport)**.** Form 24 is an electronic form the ESM/Specialist uses to nominate or remove staff from required training.

The ESM determines that a mandatory training standard has been met or submits Form 24 to MSTC within 45 calendar days of the employee's entry to position (ETP) date. For the nomination to be accepted, the entire form must be completed.

Cancellations to the participant list (Quarterly Training Needs Report) are made by submitting a Form 24 immediately upon discovery or within 15 working days of the event prompting ineligibility, whichever provides most notice to MSTC.

If an individual has been requested to be removed from a waiting list for a particular class, upon receipt of the request for removal, his or her name is removed.

MSTC does not notify the institution if the removal request pertains only to individuals on a waiting list, not a Training Authorization.

The ESM, upon receiving the next Quarterly Training Needs Report, checks the nominations to ensure the report reflects requested cancellations and additions.

To ensure timely completion of mandatory training, MSTC schedules participants in order of ETP date on Form 24s.

Submission. Form 24s are submitted to MSTC. If approved, the nomination is placed on the waiting list by ETP date. If not approved, the institution is notified electronically, with an explanation.

Prior to the start of a class, a copy of the waiting list is requested by the designated class coordinator or specialist. Participants are selected in order of ETP date. Individuals in the position(s) longest are selected first. Those remaining then move to the top of the list for the next class. The needs of the agency may come before the individual's ETP date priority status.

MSTC Course Requests. Requests for National Independent Study Center (NISC) correspondence courses, manuals for Unit Disciplinary Committee, and Introduction to Supervision are submitted via e-mail or written memo to the Central Distribution Center (CDC), Curriculum Development Department, MSTC. Multiple nominees can be submitted on one memo.

Course requests to MSTC are processed each month. If an NISC course is ordered, MSTC notifies the requesting institution by e-mail that the course will be delivered within two to three weeks. When requested material is shipped from the CDC, an e-mail is sent to the institution stating when it was mailed and to which address. If a request cannot be filled, an e-mail is sent to the requestor stating the reason.

Cancellations. MSTC cancellations are made via Form 24. ESMs maintain copies of cancellation requests. Requests may be made by the ESM due to an employee's resignation, termination, reassignment, promotion, or military activation, or to the death of a family member.

The CEO approves requests for cancellation in case of incapacitation (hospitalization, late term of pregnancy, extended illness, auto accident, or family emergency) or institution emergency (lockdown, food strike, disturbance, or work stoppage). Requests for cancellation for any other reason are approved by the RD, AD, or designee.

For cancellations approved by CEOs, RDs, ADs, or designees, the MSTC Director must receive notices of cancellation via e-mail or memo at least 15 working days before the class or as soon as the need for cancellation arises, whichever provides the most advance notification.

If an individual has been requested by the RD to be removed from a waiting list for a particular class, upon receipt of the request for cancellation the individual's name is removed.

If the request for cancellation is for an individual who has already been identified on a Training Authorization (TA), an amended TA is sent to the institution Financial Management Department, ESD, and Regional ESA. MSTC will not notify the institution if the cancellation request is for individuals on a waiting list.

QUARTERLY TRAINING NEEDS REPORT (QUARTERLY REPORT)

MSTC distributes a copy of the Quarterly Report to Bureau facilities by the first week of each quarter. It lists classes offered at MSTC and lists of names nominated by institutions, Regional Offices, and Central Office Employee Services staff. After receiving the report, ESMs verify its accuracy.

TRAINING AUTHORIZATIONS

TAs are sent by e-mail six weeks before a class start date to:

   ■   ESM at participant's duty station.

- Financial Management Department at participant's institution.
- MSTC Financial Management Department.

Employee Services Managers/Specialists deliver copies of TAs to participants and ensure instructions have been discussed with them per the guidelines.

ASSESSMENTS

MSTC staff conduct Level I and Level II evaluations for each participant. Level I evaluations measure customer satisfaction with the training. Each participant completes Level II evaluations through pre- and post-tests.

MSTC staff compare pre- and post-test scores to measure knowledge gained by participants. When negative trends are noted through evaluations, MSTC staff implement course adjustments with subject matter experts.

To successfully pass a course at MSTC, a participant must score 70% or higher on the post-test. For those scoring lower than 70%, MSTC issues a letter to the CEO identifying areas requiring remediation. For those scoring 95 percent or higher, MSTC sends a letter to the CEO acknowledging their performance.

CURRICULUM DEVELOPMENT

MSTC offers about 100 different courses each year, including Bureau-developed and contracted courses. For each Bureau-developed course, a lesson plan is maintained on a cyclic review schedule.

A class file is maintained for three years, containing information such as the agenda, pre-/post-test scores, class roster, Training Announcement, and evaluations.

For contracted courses, at a minimum, a copy of pre- and post-test scores is maintained. The exception is courses hosted at MSTC, where MSTC's only responsibility is to provide training space.

MSTC can conduct Job Task Analyses (JTA) and Re-validations for disciplines. A JTA or Re-validation completed at MSTC is maintained for two years.

MSTC INSTRUCTORS

MSTC provides training taught by instructors who possess the knowledge, skills, and abilities required by their disciplines and are effective in delivering classroom-based training. To ensure all MSTC instructors meet this standard, a training specialist observes and documents instructional skills the first time an instructor presents.

Based on the Instructor Evaluation Form and a review of students' evaluations, the training specialist ensures that the instructor:

- Has previously completed another BOP instructor skills class (or equivalent).
- Is nominated for and completes an MSTC instructor skills class.
- Is designated as a guest speaker.

The training specialist documents the instructor's status on the closeout worksheet and ensures the information is communicated to the instructor and his/her supervisor and that any recommendation is recorded.

MSTC MASTER TRAINING SCHEDULE

MSTC publishes a Master Training Schedule for the fiscal year. In April, a planning packet is distributed to each Bureau discipline requesting it; responses must be received by May 31. MSTC compiles responses and distributes the schedule to the field by August. It includes:

- Course Title.
- Beginning/Ending Dates.
- Course Code.
- Staff Responsible.
- Training Specialist (MSTC staff contact).
- Program Coordinator.

The Master Training Schedule is reviewed quarterly. Additions or deletions are distributed to ESDs via e-mail.

NATIONAL TRAINING NEEDS ASSESSMENT AND FUNDING

It is critical to ensure adequate funding exists to meet discipline training requirements not captured by Mandatory Training Standards. In addition, specially funded projects within the national training appropriation code (21N1) have been assigned to certain Central Office components that allow them to meet these unique requirements in a timely manner.

Annually, disciplines assigned projects under 21N1 complete a thorough needs assessment to ensure that funding is consistent with an identified training need.

In determining funding amounts, 21N1 training requests must not be based on per-capita calculations, but on a needs assessment that identifies training requirements that cannot be met locally (either due to cost or as part of a national initiative). Information obtained through the needs assessment is used to complete the request for funding.

By May 31, the completed needs assessment and request for funding is submitted to the Director of MSTC, who works with the National Training Controller to provide input to the DAD,

HRMD, the approving official. Once approval/disapproval is determined, MSTC sends notification, typically no later than August 1, with a copy to the National Training Controller.

Funding for 21N1 Projects may be reduced or redistributed by the DAD when a national training meeting has been approved.

BP-S177.039, **TRAINING ANNOUNCEMENT OPPORTUNITY** is available on Sallyport.

CERTIFIED INSTRUCTORS
WILLINGNESS TO TRAIN

UNITED STATES GOVERNMENT MEMORANDUM

DATE:

FROM:

  TO: CHIEF EXECUTIVE OFFICER

SUBJ: WILLINGNESS TO TRAIN

This is to advise that should I be selected as _____
_____ Instructor, I
understand that I will be required to successfully complete a
specialty instructors training course.

Upon completion of that course, I will be willing to teach, upon
request, those skills when required for a period of at least three
years.

_____   _____
APPLICANT   DATE

_____   _____
EMPLOYEE SERVICES MANAGER   DATE

RESTRAINTS SCORE SHEET
Each student's ability to properly apply and remove restraints should be assessed using these ten (10) primary points. If a student does not properly complete one of the areas, then that area is UNSAT. One (1) or more UNSAT will mean the student has an overall rating of UNSAT and must attend remedial training. This sheet will also serve for remediation and retesting.

Name	Positioning	Handcuffs Applied Properly	Handcuff Cover Applied Properly	Belly Chain Applied Properly	Leg Irons Applied Properly	Remove Leg Irons Properly	Remove Handcuff Cover & Belly Chain Properly	Remove Handcuffs Properly	All Restraints Removed in Proper Order	Maintain Proper Security of Keys & Restraints	Comments

PAT SEARCH REVIEW/REMEDIATION SHEET

Each student's ability to properly Pat Search should be assessed using these ten (10) primary points. If a student does not properly complete one of the areas, then that area is UNSAT. One (1) or more UNSAT will mean the student has an overall rating of UNSAT and must attend remedial training.

Name	Remove Personal Items	Search Head and Neck	Search Arms and Upper Torso	Search Waist/Belt Area	Search Lower Torso	Search Legs	Inspect Shoes/Feet	Search Position	Inspect Personal Items	Detected Contraband Items	Comments
BOPB#:_____ __											**DATE:**_____

FORM-24 TRAINING REQUEST (Revised February 16, 2005)

EMPLOYEE SERVICES OFFICE INFORMATION

Institution Name: Date: Time:

Address: ESM/ESS Name:

                                                         Title:

                                                         Facility Code:

City, State, Zip:

Telephone:

Fax: Region:

REQUESTED CLASSES

Course Code	Course Title
1st Course Code:	
2nd Course Code:	
3rd Course Code:	
4th Course Code:	

PARTICIPANT INFORMATION

Last Name:

First Name:

Social Security:

Participant Institution ID:

Job Title of Present Position:

Occupational Series and Grade:

Entry to Position Date:

Comments/Justification:

TRAINING REMOVAL REQUEST

REMOVE FROM REQUESTED TRAINING

        JOB CHANGE AT PRESENT LOCATION (NEW POSITION DOES NOT REQUIRE THIS TRAINING)

        TRANSFERRED TO: AS: POSITION TITLE

**ESM: FOR TRANSFERS, PLEASE ROUTE A COPY OF THIS FORM 24 TO E-MAIL ID: DET/EMPLOYEE SVCS AND THE RECEIVING ESM. THE RECEIVING ESM MUST RESUBMIT A FORM 24 FOR A PARTICIPANT TO ATTEND TRAINING.

MAR 2004 **TRAINING COURSE CODE REQUEST** *TEMPLATE* is available on Sallyport.