# Leading with Innovation

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# **Training New Hires for Success**



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- Supervising Probation Officer
- Western District of North Carolina

# New Training Program?



# Training Methods - Trial By Fire

- Problems
  - Too much in too little time
  - P & P have multiplied and "training days" have not
  - New hires lack confidence
  - Takes too long to learn all needed skills
  - Major mistakes made well into first and second year on the job

### **Training Methods - Mentoring**









# Training Methods - Mentoring (cont.)

- Problems
  - Overwhelming to the trainer
  - No additional benefits or compensation
  - Lack of consistency between mentors
  - Creates inconsistent training
  - Mentors not always available
  - Burnout

# **Training Methods - Academies**

- Problems
  - Tend to teach general P & P
  - Focus is on safety/firearms/defensive tactics
  - Waiting period for academy dates
  - Local practices vary
  - Teaching to the masses



# New Method



# Field Training Officer Program



U.S. Probation and Pretrial Services Office Western District of North Carolina

## Field Training Officer Program (cont.)

 History Manual esearch development corrections Jew hecklist **ng**ideas police application application designstand Succes uestions innovation ommittee

## FTO Method

- Academy = basic P&P
- FTO= where you learn how to do the job
- Formal program
- Specific time frame
- Safe learning environment
- Hands on learning



### **FTO Learning Environment**

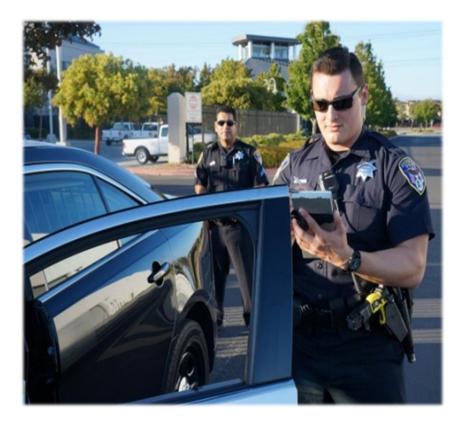
### • Why it works?





### Create a Watch, Learn, Do Environment

- No responsibilities for training for 30 days
- Teach model to trainers



# Formalizing the Program

- Establish a set time frame for your new hire training program
- Determine essential tasks
- Break down each task
- Create a manual

### **Determine Essential Tasks**

**Post Conviction Supervision FTO Checklist** \*\*Supervision FTO is responsible for Pretrial Supervision and Post Conviction S

Topic #	Topic/Function	Policy/Manual (Location)	Designated Trainer	Date Topic/ Function Accomplished	Traince's Initials	FT Trair Initi
1	Pre-Release Investigations *See Task Sheet *	Guide Vol. 8     Pt. E, Chapter 6     Supervision     Manual:     Sections 3.1 -     3.4				
	Opening Cases See Task Sheet *	Guide, Vol. 8, Pt. E, Chapter 6     Supervision Manual: Sections 4.2				
	e Planning e Task Sheet *	<ul> <li>Guide, Vol. 8, Pt. E, Chapter 6</li> <li>Supervision Manual: Sections 4.4</li> <li>PACTS Version 5.6.4 Post Conviction User Guide</li> </ul>				
Field Work and Travel Day Policy		Supervision Manual: Section 4.6				
Home Inspections *See Task Sheet *		Supervision Manual: Section 4.7				

# Break Down Each Task



TASK: Home Inspection

### POLICY (Section):

(Note: Designate National and District policy section)

### **District Supervision Manual: Section**

- A home inspection is to be cond of the case being received on act current residence was completed home inspection is not required the offender must be made within
- A home inspection is also to be residence and the offender's address

### TACTICS/PROCEDURE:

 A home inspection includes a p and any other areas or structures or control. Officers should iden view observation for evidence may also review documentation bill to verify ownership/occupan consider any other family pro government and any other situati

### **DOCUMENTATION:**

 The chronological entry should of the residence, including the officer determines the informati home by name, age, and their i physical problems, criminal hist

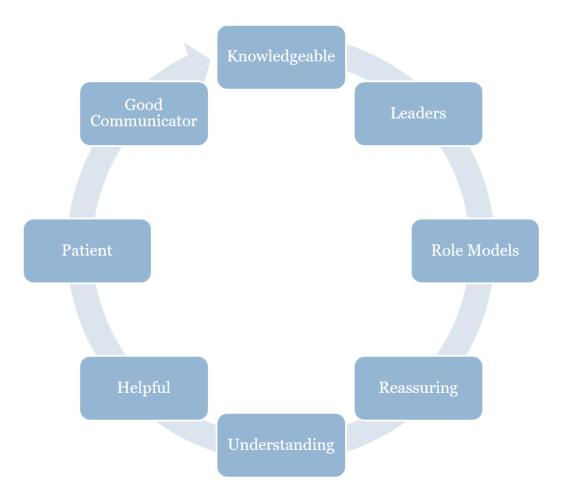
### Create a Manual

- Checklist
- Task Sheets
- Policies and Specifications

### Select Qualified Trainers



### **Create Trainer Specifications**



# Formal Lines of Communication



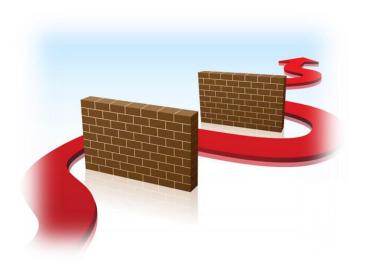
# **Reward Your Trainers**

- Succession Planning
- Temporary Pay Increase
- Reduced Responsibilities



# Implementation Obstacles

- Development Delays
- Focused Mission
- Work Realignment
- Insist on Key Ingredients



# **Key Ingredients**

- No assignments for the trainee for first 30 days
- Focus on essential tasks
- Design your program for both the trainee and the trainer



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# Long Term Success

- Surveys
- Program Evaluation
- Training Coordinator



### Signs of a Successful Training Program



STAKE





