

Leading with Innovation

NIC Virtual Conference
November 9, 2016



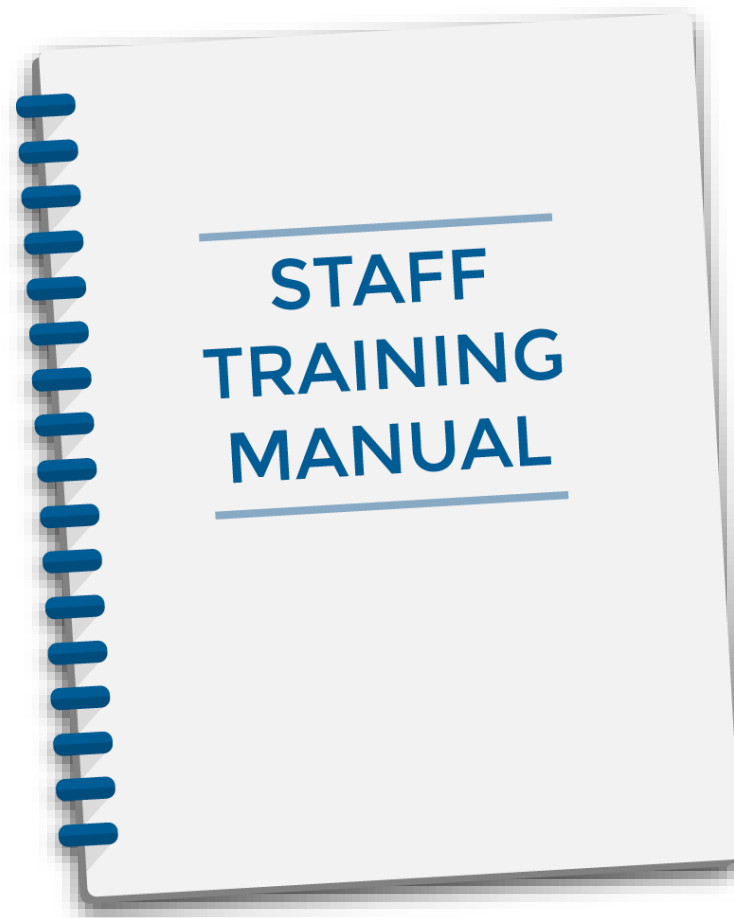
Training New Hires for Success



Glynis Eaton

- 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



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



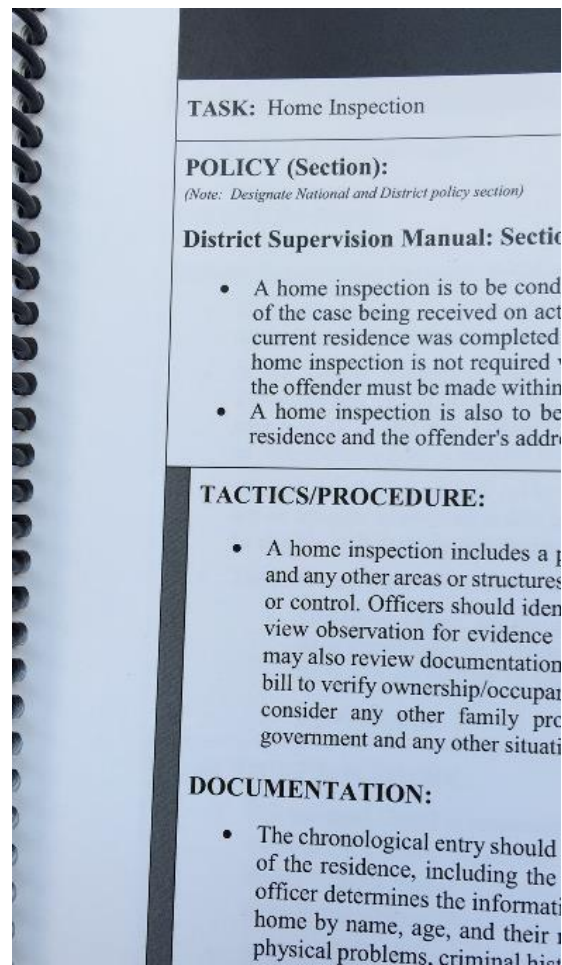
Formalizing the Program

- 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 | Trainee's Initials | FTO Trainee Initials |
| 1 | Pre-Release Investigations <i>*See Task Sheet *</i> | <ul style="list-style-type: none"> • Guide Vol. 8 Pt. E, Chapter 6 • Supervision Manual: Sections 3.1 – 3.4 | | | | |
| 2 | Opening Cases <i>*See Task Sheet *</i> | <ul style="list-style-type: none"> • Guide, Vol. 8, Pt. E, Chapter 6 • Supervision Manual: Sections 4.2 | | | | |
| | Case Planning <i>*See Task Sheet *</i> | <ul style="list-style-type: none"> • Guide, Vol. 8, Pt. E, Chapter 6 • Supervision Manual: Sections 4.4 • PACTS Version 5.6.4 Post Conviction User Guide | | | | |
| | Field Work and Travel Day Policy | Supervision Manual: Section 4.6 | | | | |
| | Home Inspections <i>*See Task Sheet *</i> | Supervision Manual: Section 4.7 | | | | |

Break Down Each Task



Create a Manual

- Checklist
- Task Sheets
- Policies and Specifications

Select Qualified Trainers



Create Trainer Specifications



Formal Lines of Communication



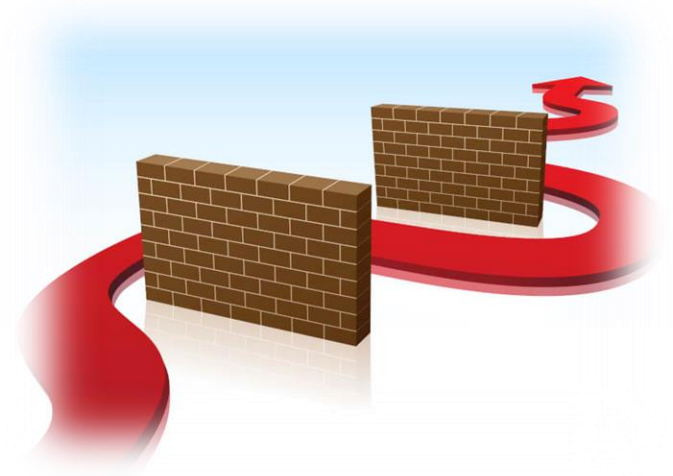
Reward Your Trainers

- 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



Long Term Success

- Surveys
- Program Evaluation
- Training Coordinator



Signs of a Successful Training Program

