Leading with Innovation

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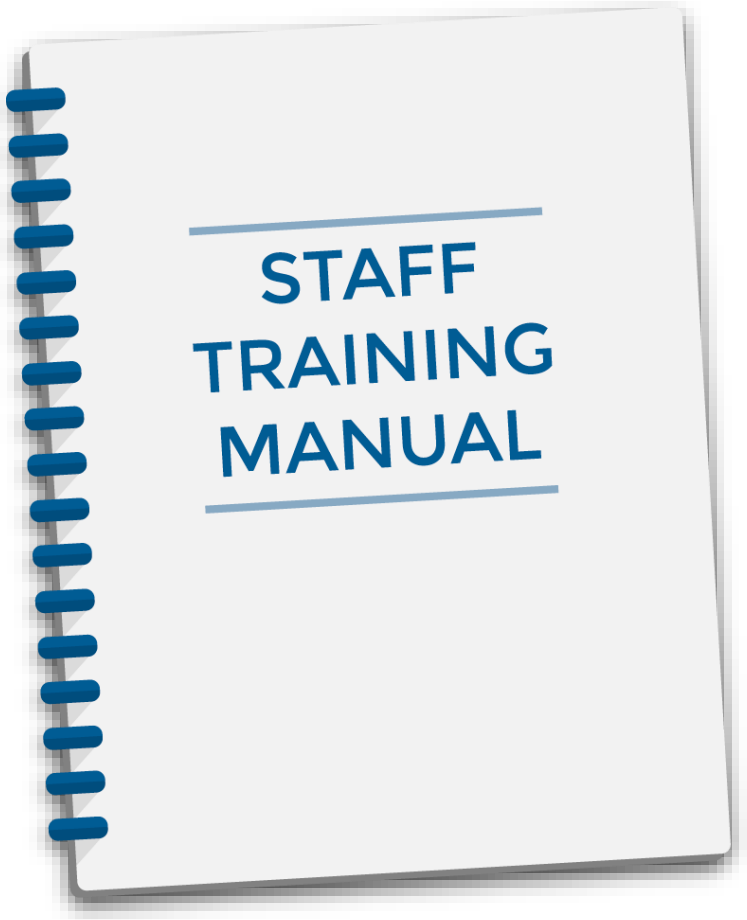
National Institute of Corrections

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?

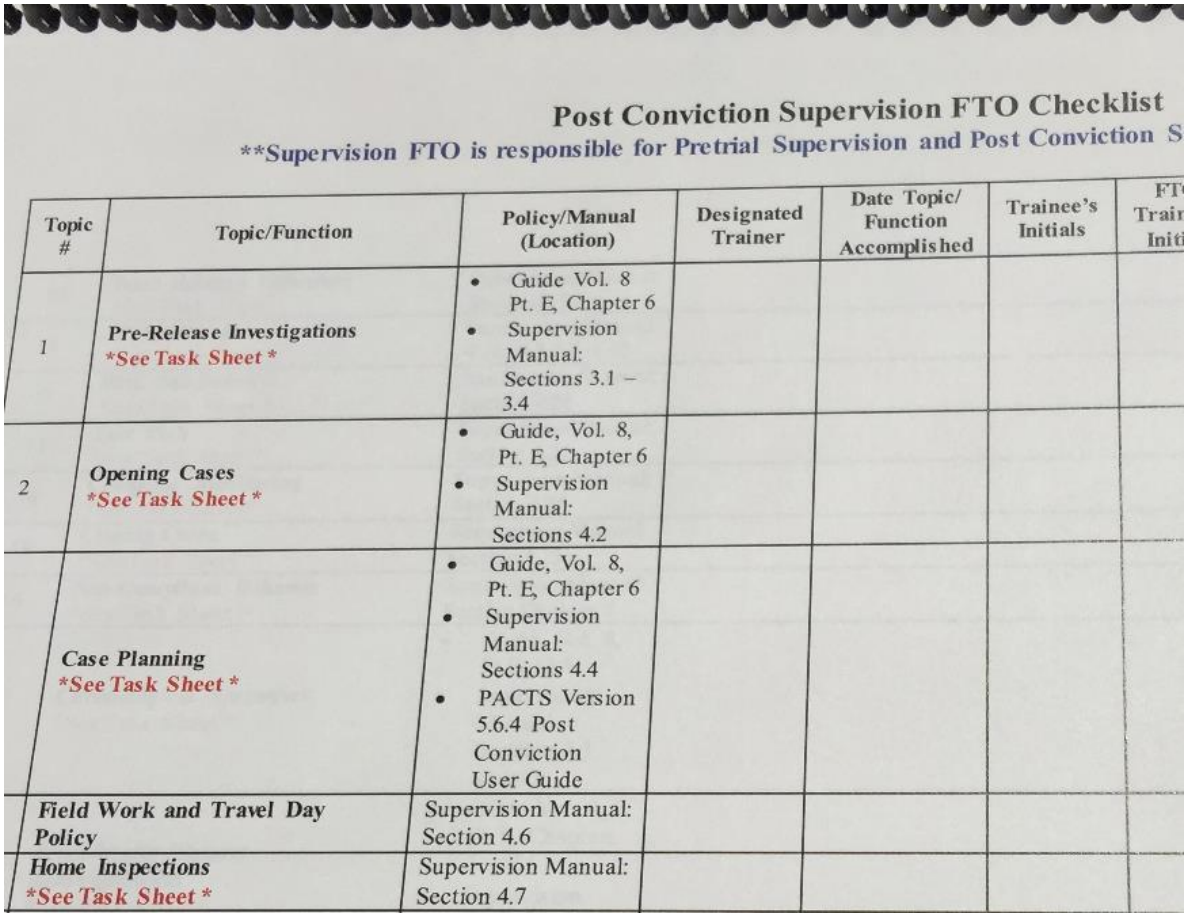
Create a Watch, Learn, Do Environment

- 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

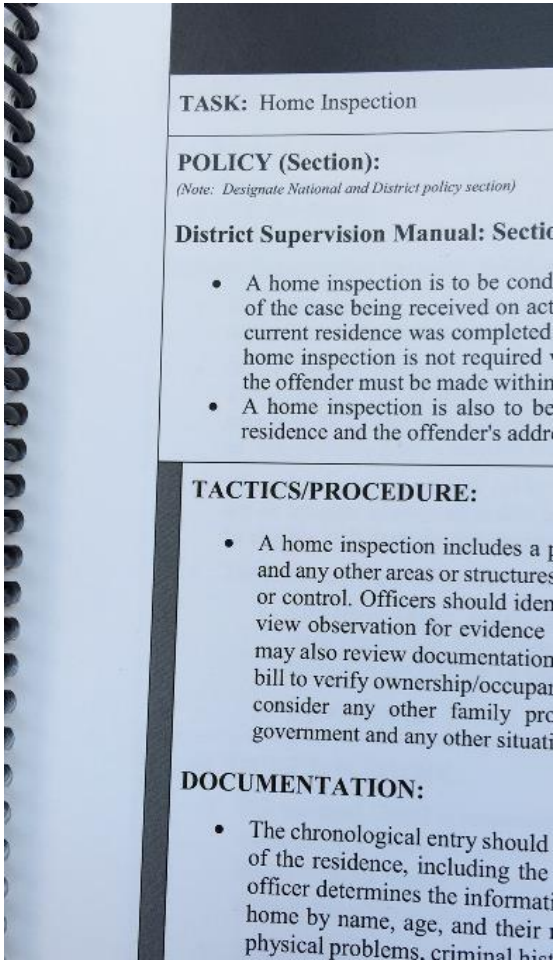


Post Conviction Supervision FTO Checklist

****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	FT Train Init
1	***Pre-Release Investigations*** ****See Task Sheet ****	• Guide Vol. 8 Pt. E, Chapter 6 • Supervision Manual: Sections 3.1 – 3.4				
2	***Opening Cases*** ****See Task Sheet ****	• Guide, Vol. 8, Pt. E, Chapter 6 • Supervision Manual: Sections 4.2				
	Case Planning ****See Task Sheet ****	• 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 ****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: Sectio

- 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 addr

TACTICS/PROCEDURE:

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

DOCUMENTATION:

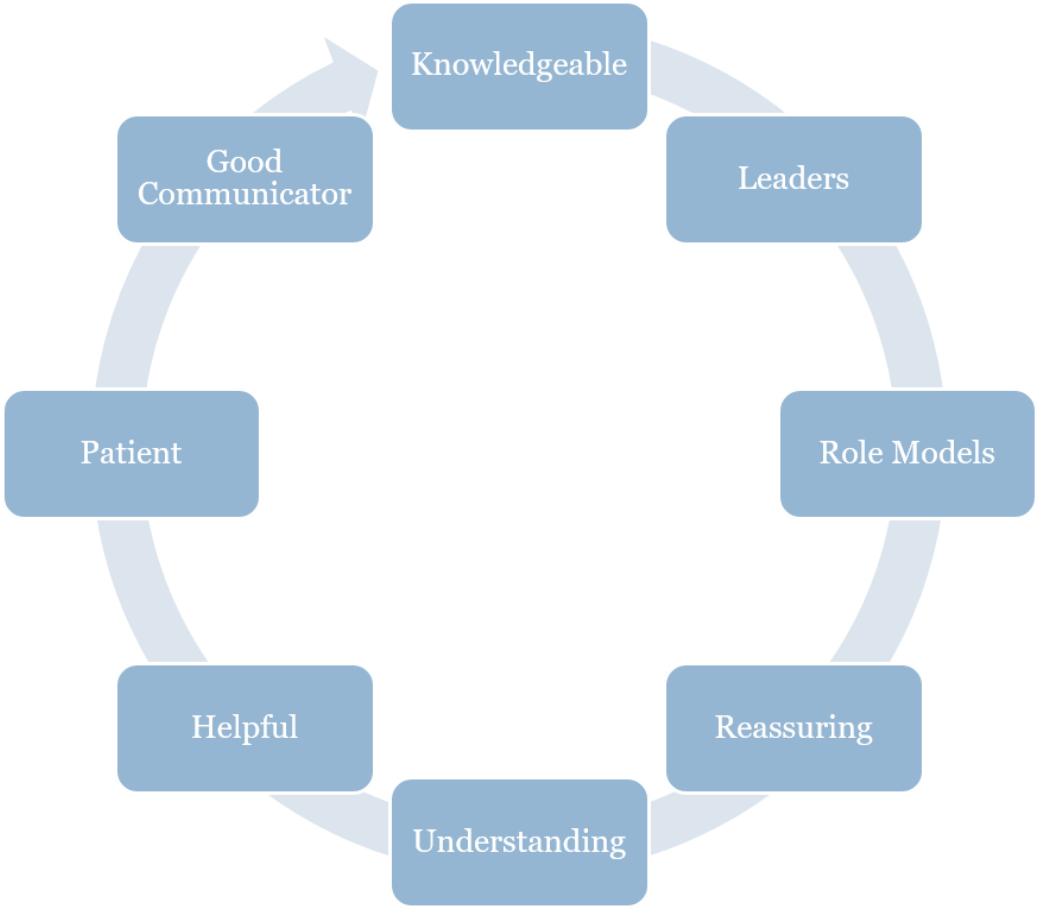
- The chronological entry should of the residence, including the officer determines the informati home by name, age, and their physical problems, criminal his

Create a Manual

- Checklist
- Task Sheets
- Policies and Specifications

Select Qualified Trainers

Create Trainer Specifications



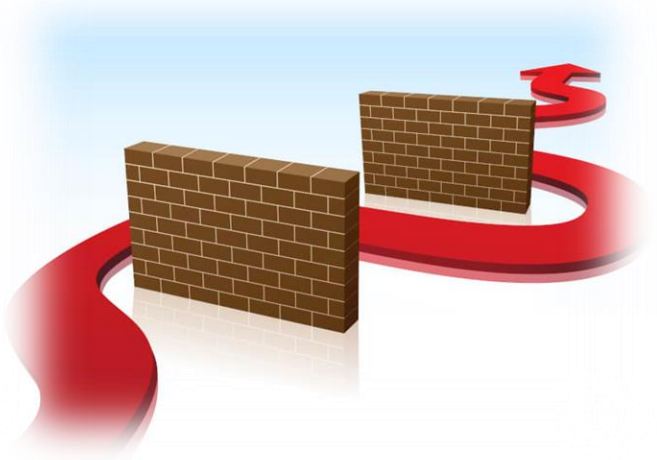
Formal Lines of Communication

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