



WYOMING DEPARTMENT OF CORRECTIONS

Policy and Procedure #1.301 Field Training Officer Program

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Cross Reference of Policy: Field Services OSP #3.1, <i>Training Program and Requirements</i>	Summary of Revision/Review: Updates existing policy pursuant to annual review. Supersedes Existing Policy :
Approved: R.O. Lampert Robert O. Lampert, Director	
4-1-16 Date	

REFERENCE

1. ATTACHMENTS

- A. WDOC Form #180.1, *FTO Candidate Letter of Recommendation*
- B. WDOC Form #180.2, *FTO Daily Observation Report*
- C. WDOC Form #180.3, *FTO Standard Evaluation Guidelines*
- D. WDOC Form #180.4, *Trainee Evaluation of FTO*
- E. WDOC Form #180.5, *Coordinator Evaluation of FTO*
- F. WDOC Form #180.6, *FTO Program Critique*
- G. WDOC Form #177.2, *Non-Permanent Counseling Form*

2. OTHER

- A. *Field Services FTO Training Manual*
- B. *Field Services Training Website:* <https://sites.google.com/a/wyo.gov/wdocfs-training/fs-fto-training-manual>
- C. *Prison Caseworker Training Division FTO Training Manual*
- D. *Prison Caseworker Training Website:* https://sites.google.com/a/wyo.gov/doc_intranet/home/prison-training



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I. PURPOSE

- A. **FTO Program.** The purpose of this policy and procedure is to establish guidelines for a Field Training Officer (FTO) Program throughout the Wyoming Department of Corrections (WDOC) that will enhance the ability of each employee to reach his or her full potential while maintaining a positive environment. The FTO Program is designed to be a systematic approach to develop and train correctional employees through a formal and structured learning environment. All personnel records and files related to the FTO program are confidential except as provided by the Wyoming Public Records Act, W.S. § 16-4-201, *et seq.*

II. POLICY

- A. **Training for Correctional Employees.** It is the policy of the WDOC that all correctional employees receive relevant, formalized training during their initial probationary period, after promotion, or for remedial training. The training shall be legally defensible, demonstrate skill competency, and be in accordance with policy and operational procedures. Uniformed staff must complete the core competencies (job specific tasks) for continued certification through the Peace Officer's Standards and Training (POST) Commission.

III. DEFINITIONS

- A. **Daily Observation Report (DOR):** *(For this policy only.)* A daily report used in facilities documenting the trainee's performance and behavior for that day using the Standardized Evaluation Guidelines (SEG).
- B. **Department FTO Coordinator:** The Department FTO Coordinator oversees the FTO Program. The person in this position reviews all FTO training documentation, and will be a member of the cadre of the WDOC Training Academy.
- C. **Field Training Officer (FTO):** Experienced staff members selected and formally trained in the FTO program and processes. Duties include training, documenting training, mentoring, and acting as a liaison for the Facility/Program FTO Coordinator.
- D. **Field Training Officer Candidate:** A person being considered for a Field Training Officer position.



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- E. **Field Training Manual:** Reference manual used by FTOs outlining objectives and standards for identified posts and/or training experience required of any employee. Each Facility/Program FTO Coordinator will maintain this manual for their respective areas of responsibility. The manual may be printed or electronic.
- F. **Facility FTO Coordinator:** The Facility FTO Coordinator oversees the FTO Program at each of their respective Facility locations, reviews all FTO training documentation, and acts as a liaison to the Department FTO Coordinator.
- G. **Legally Defensible Training:** (*For this policy only.*) Training based upon specific job related objectives, developed from an appropriate source and of sufficient duration so the objectives may be learned, acquired, and applied.
- H. **Module:** (*For this policy only.*) A unit of education or instruction, in which a single topic is studied.
- I. **Field Services Program FTO Coordinator:** The Field Services FTO Coordinator oversees the FTO program for Field Services, reviews all FTO training documentation, and acts as a liaison to the Department FTO Coordinator.
- J. **Standardized Evaluation Guidelines (SEG):** (*For this policy only.*) Written guidelines that describe standardized levels of performance and behavior. This is the basis of the ratings system used to gauge performance and behavior and to note the rating on the Daily or Weekly Observation Report.
- K. **Weekly Observation Report (WOR):** (*For this policy only.*) A weekly report used by Field Services division and the Prison Caseworker Training Division documenting the trainee's performance and behavior for that week using the Standardized Evaluation Guidelines (SEG).
- L. **Prison Caseworker FTO Coordinator:** (*For this policy only.*) The Prison Caseworker FTO Coordinator oversees the FTO Program for the Prison Caseworker Training Division. The Prison Caseworker FTO Coordinator reviews all FTO Training documentation and acts as a liaison to the Department FTO Coordinator.

IV. PROCEDURE

A. FTO Selection Process



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1. Each Facility (to include case workers) and Field Services participating in the Field Training Officer (FTO) Program shall establish an FTO selection process to include completion of an oral interview. It is preferred that candidates volunteer for the position, rather than be appointed. However, volunteering will not guarantee selection. An FTO candidate must meet the following minimum requirements:
 - i. Candidate must be a permanent WDOC employee;
 - ii. Candidate cannot be on a performance improvement plan;
 - iii. Candidate must demonstrate continued competency in all tasks;
 - iv. Candidate cannot have any letters of reprimand or higher within three hundred sixty-four (364) days of appointment; and
 - v. Candidate must obtain a letter of recommendation from his/her immediate supervisor, using WDOC Form #180.1, *FTO Candidate Letter of Recommendation*.
2. The Facility Program Coordinator shall select appropriate staff to conduct oral interviews.
3. All FTO candidates shall be required to successfully complete the FTO Training Program if selected.
4. The Facility, Field Services Program, and Prison Caseworker Program CEOs may remove an individual from FTO status at their discretion. Should a CEO remove an individual from FTO status, the appropriate Division Administrator shall be notified.

B. FTO Training

1. All Facility, Field Services Program, and Prison Caseworker Program FTO Coordinators, Field Training Officer Trainers of Trainers (to include both facility and field services) and facility FTOs shall be required to attend training on this program developed by the Training Academy.
2. The Facility FTO training shall consist of:
 - i. An overview of the FTO Model;
 - ii. FTO module development;



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- iii. FTO teaching process, which may include scenario based training; and,
- iv. FTO program evaluation and assessment tools using the Automated Observation Reports and Evaluation (ADORE) data base.

C. Field Services FTO Training

- 1. All Field Services FTOs are required to receive initial training through the Field Services Training Division.
- 2. The Field Services FTO training shall consist of:
 - i. An overview of the FTO Model;
 - ii. FTO teaching process, which may include scenario based training;
 - iii. FTO program evaluation and assessment; and
 - iv. Review of the FTO procedure.

D. Prison Caseworker FTO Training

- 1. All Prison Caseworker FTOs are required to receive initial training through the Prison Caseworker Training Division.
- 2. The Prison Caseworker FTO training shall consist of:
 - v. An overview of the FTO Model;
 - vi. FTO teaching process, which may include scenario based training;
 - vii. FTO program evaluation and assessment; and
 - viii. Review of the FTO procedure.

E. FTO Program Coordination

- 1. The WDOC Training Academy Manager shall appoint a Department FTO Program Coordinator from the cadre of the WDOC Training Academy.



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2. The Department FTO Program Coordinator shall provide oversight and direction to the FTO Facility, Field Services Program, and the Prison Caseworker Coordinators to ensure consistency in format and process for the Departments' FTO Programs.
 3. The CEOs shall designate the FTO Coordinator(s) to be in charge of the program at their respective Facility.
 4. The Field Services Assistant Trainer is designated as the Field Services Program FTO Coordinator.
 5. The Prison Program Training Manager is designated as the Prison Caseworker FTO Coordinator.
 6. The Facility, Field Services Program, and Prison Caseworker FTO Coordinators shall be responsible for the coordination of the development, implementation, and documentation of this program at their respective Facility, Field Services, and Prison Caseworker Programs.
- F. Recognition.** FTOs shall be recognized for assuming additional tasks, responsibilities, leadership, and mentoring roles within the department. This recognition may take the form of an FTO pin, certificate, or other means deemed appropriate by the CEO.
- G. Prison Division Module Development and Implementation.** All FTO modules shall be subject to a systematic approval and implementation process through the Training Academy and shall follow the format outlined in training.
1. The Training Academy in conjunction with Facility staff shall develop modules for the core tasks that are used to demonstrate the core competencies as required by POST.
 2. Modules developed at the Facility shall be consistent with the training academy modules.
 3. The idea for a new module shall be submitted to the Department FTO Coordinator by the Facility FTO Coordinator.
 4. The Department FTO Coordinator shall determine if a similar module exists in the Department.



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5. If no module exists, the Department FTO Coordinator shall determine if the module should be developed by the Training Academy or by the Facility FTO Coordinator based on the nature of the Tasks/Skills.
6. The final draft of the module shall be reviewed and approved by the Department FTO Coordinator and the Facility FTO Coordinators.
7. The module shall be given an implementation date and placed on the Server-FTO File by the Department FTO Coordinator.

H. Field Services FTO Module Development and Implementation

1. The Field Services Program FTO Coordinator and Field Services Training Manager shall be responsible for the development and revision of modules specific to Field Services.
2. The Field Services Program FTO Coordinator is responsible for notifying all the Field Services FTOs and managers of any revisions.
 - a. Revisions and updates are captured within the Field Services FTO Training Manual.
3. The Field Services Program FTO Coordinator will provide the Department FTO Coordinator a copy of all modules.

I. Prison Caseworker FTO Module Development and Implementation

1. The Prison Caseworker FTO Coordinator shall be responsible for the development and revision of modules specific to Case Management.
2. The Prison Caseworker FTO Coordinator is responsible for notifying all the Prison Caseworker FTOs and managers of any revisions.
 - a. Revisions and updates are captured within the Prison Caseworker FTO Training Manual.
3. The Prison Caseworker FTO Coordinator will provide the Department FTO Coordinator a copy of all modules.

- J. Evaluation and Assessment.** Field Services FTO program shall be evaluated as outlined in the Field Services FTO Training Manual. The Prison



Caseworker FTO Program shall be evaluated as outlined in the Prison Caseworker Training Division FTO Training Manual.

- K.** The Prison Division FTO program shall be evaluated on many different levels. At a minimum, the trainee, the FTO, and the program itself shall be subject to continued improvement assessments. This should be done using the following:
- 1.** An *FTO Module Performance Checklist* shall be completed by an FTO to formally document proficiency and evaluate completion of each module by the trainee.
 - 2.** In addition, WDOC Form #180.2, *FTO Daily Observation Report (DOR)* shall be used to evaluate the trainee throughout the training period using the criteria on WDOC Form #180.3, *FTO Standard Evaluation Guidelines (SEGs)*.
 - i.** Each trainee shall be rated in seventeen (17) different categories. Each category contains criteria in three (3) scoring levels: Level 1, Level 3, and Level 5.
 - ii.** In each category, if the trainee meets *all* the criteria in a particular scoring level and *no* criteria in a higher scoring level, the trainee shall receive a rating with the same number as the scoring level they met.
 - a.** For example, if the trainee meets all criteria in Level 3, but does not meet any criteria in Level 5, the trainee should receive a rating of Level 3 for that category.
 - iii.** If the trainee meets *some* of the criteria in a particular scoring level and *some* criteria in a higher scoring level, the trainee shall receive a rating with a number in the middle of the scoring levels.
 - a.** For example, if the trainee meets some criteria in Level 3 and some criteria in Level 5, the trainee should receive a rating of Level 4 for that category.
 - 3.** The *FTO Module Performance Checklist* and DORs shall be completed daily using the ADORE database.
 - 4.** The trainee must have at least a “satisfactory” in all categories that have been rated on the last five (5) DORs to move on to the next phase or graduate from the FTO program. If the trainee is not rated “satisfactory”



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by the end of each phase, the trainee shall be rated “Not Responding to Training” (NRT), and the steps in Section IV.G.3.iii (including subsections) of this policy shall be followed.

5. The FTO’s evaluation shall be completed by the trainee, the FTO’s Supervisor and the Facility/Program FTO Coordinator using the following forms:
 - i. The trainee shall evaluate the FTO using WDOC Form #180.4, *Trainee Evaluation of FTO*, upon completion of each phase of the program.
 - ii. The Facility/Program FTO Coordinator shall evaluate the FTO using WDOC Form #180.5, *Coordinator Evaluation of FTO*, on a quarterly basis.
 6. The Department FTO Program Coordinator shall monitor the FTO Program through a review of the modules prior to and after initial implementation. The Department FTO Program Coordinator shall also review and update the modules annually.
 7. The Department FTO Coordinator shall survey the participants of the FTO program six (6) months after they start the program using WDOC Form #180.6, *FTO Program Critique*.
- L. Program Length.** The length of the Field Services FTO program is outlined in the *Field Services FTO Training Manual*. The length of the Prison Caseworker FTO Program is outlined in the Prison Caseworker Training Division FTO Training Manual.
- M.** The Prison Division FTO program length shall be as follows.
1. The Program shall be ten (10) weeks in length, separated into four (4) phases.
 - i. Phase 1 shall be three (3) weeks in length. The trainee shall be assigned a primary FTO.
 - a. Trainees may begin Phase I prior to attending the Academy’s Basic Course.
 - b. Upon successful completion of Phase 1, the trainee may work unaccompanied by a fully qualified staff member if they have also already completed the Academy’s Basic



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Course. The CEO may designate areas or capacities in which staff will not work until fully qualified. The FTO assigned during phases 2, 3, and 4 shall be readily available to the new staff member and shall have frequent contact throughout each shift.

- ii.** Phase 2 shall be three (3) weeks in length. A trainee may complete Phase 2 of the FTO Program prior to or following attending the Academy’s Basic Course, however, any trainee who has not completed the Academy’s Basic Course may not work unaccompanied by a fully qualified staff member in any position that is in direct contact with the inmate population. This phase should include a different FTO and a different shift than Phase 1.
 - iii.** Phase 3 shall be three (3) weeks in length. Trainees may not take part in Phase 3 until they have completed the Academy’s Basic Course. During Phase 3, the trainee may work unaccompanied by a fully qualified staff member. The trainee shall be able to apply skills learned. This phase should include a different FTO and different shift than Phase 2.
 - iv.** Phase 4 will be one (1) week in length and may not be completed until graduation from the Training Academy. This shall primarily be an evaluation phase. The trainee shall be assigned back to the primary FTO. At the conclusion of this phase the Facility FTO Coordinator shall make recommendations to the CEO for retention or termination from the FTO program. Only the CEO can make the decision for retention or termination from the FTO program.
 - v.** The Facility FTO Coordinator shall notify their respective human resources and the academy executive assistant of the CEO’s decision by e-mail.
- 2.** The CEO shall make the final decision to allow early release from the program. Early release from the program may be allowed if the trainee meets the following criteria:
- i.** Consistent ratings of at least a “satisfactory” in all categories that have been rated on the last ten (10) DORs;
 - ii.** Demonstrated competency in all modules; and
 - iii.** Recommendation from the FTO and Facility FTO Coordinator.



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3. An extension of the FTO program may only be granted by the CEO. The CEO shall make their decision based upon recommendation and documentation from the Facility FTO Coordinator. The extension may be granted when circumstances prevent the trainee from progressing into the next phase and it is believed that an extension will benefit both the trainee and the Department. There is no guarantee given to trainees that an extension will be granted.
 - i. Extension beyond one (1) year from the date of hire must be approved by the POST Commission.
 - ii. An extension may occur for military leave, medical leave, Family Medical Leave Act, or parental leave.
 - iii. An extension may also be granted for “not responding to training” (NRT). This may occur during any phase of the program. The problem and remedial training approaches that have been used shall be identified and explained to the trainee. This will be done both in person and documented using a WDOC Form #177.2, *Non-Permanent Counseling Form*. A plan for success shall be decided upon and goals shall be set. A date shall be set ending the extension of training, not to extend beyond two (2) weeks. It shall also be explained to the trainee what will happen at the end of the extension period if the goals are not met.
 - a. The trainee shall be assigned to a new FTO to complete the plan for success. Documentation shall be done on any remedial training that is completed.
 - b. The trainee shall be assigned to the Facility FTO Coordinator if the FTO determines the trainee is still NRT.
 - (1) Documentation shall be done on any remedial training that is completed.
 - (2) If the Facility FTO Coordinator determines the trainee is responding to training, the trainee shall be assigned to a new FTO and shall be allowed to return to the phase the trainee was on or moved to the next phase.
 - (3) If the Facility FTO Coordinator determines the trainee is still NRT, all documentation will be



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forwarded to the CEO with a recommendation to terminate the trainee from the FTO program.

V. TRAINING POINTS

- A.** What must occur for an extension of the training for NRT to be granted?
- B.** What are the minimum requirements to be selected to be an FTO?
- C.** What is an SEG?
- D.** Who must Facility coordinators notify upon a trainee's completion of the FTO program?