



**U.S. Department of Justice**  
Federal Bureau of Prisons

**CHANGE NOTICE**

OPI: HRM/LCD  
NUMBER: 3906.22, CN-1  
DATE: February 8, 2022

## **Employee Development Manual**

/s/

*Approved:* M.D. Carvajal  
Director, Federal Bureau of Prisons

This Change Notice (CN) implements the following changes to Program Statement 3906.22, **Employee Development Manual**, dated April 30, 2015.

The deleted text has a ~~strike through~~ and the change is marked with a **highlight** and inserted into the policy.

### **Chapter 6. Staff Training Academy (STA)**

#### **INTRODUCTION TO CORRECTIONAL TECHNIQUES PHASE II (ICT Phase II)**

~~Chaplains will not complete firearms training (and do not participate in annual firearms qualification at the institution).~~ Physicians, Dentists (non-PHS) **and Chaplains** will have the option to complete firearms training; however, once participation is waived, the individual cannot participate in local annual refresher firearms training. Those who do not participate in firearms training will be required to complete the Correctional Service cross-development course, or an equivalent course assigned by the STA. The Cross Development courses must be completed while at STA. A minimum score of 70% is required to graduate from the Academy.



**U.S. Department of Justice**  
Federal Bureau of Prisons

**PROGRAM STATEMENT**

OPI: HRM/LCD  
NUMBER: 3906.22  
DATE: April 30, 2015

## **Employee Development Manual**

/s/

*Approved:* Charles E. Samuels, Jr.  
Director, Federal Bureau of Prisons

### **1. PURPOSE AND SCOPE**

To establish comprehensive training procedures, specify training management responsibilities, and provide employees with access to the training process.

#### **a. Summary of Changes**

*Policy Rescinded*

P3906.20 Employee Development Manual (1/24/07)  
OM 001-2013 Bureau Mandatory Training Standards (1/24/13)

- Updated terminology (i.e., Employee Services changed to Human Resources and Training and Staff Development Section to Learning and Career Development Branch).
- Updated Staff Training Academy and Management and Staff Training Center sections to reflect accreditation standards and language.
- Changed approval of cancellation waivers for Introduction to Correctional Techniques Phase II from AD, HRMD, to Director, STA.
- Added requirement of estimated date of return to training for cancellation waivers.
- Added Curriculum Developer responsibilities for national training.
- Removed the Quarterly Training Needs Report requirement.
- Removed Attachments A-F.
- Incorporated necessary information from the rescinded Mandatory Training Standards OM.

b. **Program Objectives.** The expected results of this program are:

- Employees will receive the training needed for their current positions, as well as for professional growth and advancement.
- Human Resources Office responsibilities will be clearly defined.

c. **Institution Supplement.** None required. Should local facilities make any changes outside the required changes in the national policy or establish any additional local procedures to implement the national policy, the local Union may invoke to negotiate procedures or appropriate arrangements.

## 2. ACTION REQUIRED

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

## 3. AGENCY ACA ACCREDITATION PROVISIONS (See Program Statement *Directives Management Manual*, Section 2.5 & 10.3)

- American Correctional Association, Standards for Adult Correctional Institutions, 4<sup>th</sup> 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
- American Correctional Association, Standards for Adult Local Detention Facilities, 4<sup>th</sup> Edition, 4-ALDF-4A-12, 4-ALDF-4D-08M, 4-ALDF-7B-05, 4-ALDF-7B-06, 4-ALDF-7B-07, 4-ALDF-7B-08, 4-ALDF-7B-09, 4-ALDF-7B-10, 4-ALDF-7B-11, 4-ALDF-7B-12, 4-ALDF-7B-13, 4-ALDF-7B-14M, 4-ALDF-7B-15M, 4-ALDF-7B-16, 4-ALDF-7B-17
- American Correctional Association, Standards for the Administration of Correctional Agencies, 2<sup>nd</sup> 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
- American Correctional Association, Standards for Correctional Training Academies, 1<sup>st</sup> Edition, 1-CTA-1A-01, 1-CTA-1A-02, 1-CTA-1A-14, 1-CTA-1A-15, 1-CTA-1D-03, 1-CTA-3A-01, 1-CTA-3A-02, 1-CTA-3A-03, 1-CTA-3A-04, 1-CTA-3A-05, 1-CTA-3A-06, 1-CTA-3A-07, 1-CTA-3A-08, 1-CTA-3A-10, 1-CTA-3A-11, 1-CTA-3A-12, 1-CTA-3A-13, 1-CTA-3A-14, 1-CTA-3A-15, 1-CTA-3A-21

## **REFERENCES**

### *Program Statements*

- P1600.11 National Occupational Safety and Health Policy (6/1/17)
- P3000.03 Human Resource Management Manual (12/19/07)
- P3713.27 Upward Mobility Program – Central Office (7/17/08)
- P3906.23 Staff Mentoring Program (2/23/16)
- P3939.07 Chaplains’ Employment Responsibilities and Endorsements (10/26/01)
- P5800.15 Correctional Systems Manual (9/23/16)

Master Agreement

### *BOP Forms*

- BP-A0776 Change Request to Mandatory Training Standards
- BP-A1046 Training Course Code Request

## **RECORDS RETENTION REQUIREMENTS**

Requirements and retention guidance for records and information applicable to this program are available in the Records and Information Disposition Schedule (RIDS) on Sallyport.

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## **Glossary**

ACA – American Correctional Association  
AD – Assistant Director  
AT – Annual Training  
ATP – Annual Training Plan  
AW – Associate Warden  
BOP – Bureau of Prisons  
BOP-Learn – Bureau’s Training Management System  
C&ID – Curriculum and Instructional Design  
CDS – Curriculum Development Specialist  
CEO – Chief Executive Officer  
CPR/AED – Cardiopulmonary Resuscitation/Automated External Defibrillator  
CR – Continuing Resolution  
DAD – Deputy Assistant Director  
DOJ – Department of Justice  
DTP – Department/Division Training Plan  
EOD – Entry on Duty (date)  
ETP – Entry to Position (date)  
ED – Effective Date  
FLETC – Federal Law Enforcement Training Center  
HRA – Human Resource Administrator  
HRM – Human Resource Manager  
HRO – Human Resources Office  
HRMD – Human Resource Management Division  
ICP – Institution Character Profile  
ICT Phase I – Introduction to Correctional Techniques Phase I  
ICT Phase II – Introduction to Correctional Techniques Phase II  
JTA – Job Task Analysis  
LCDB – Learning and Career Development Branch  
(formerly Training and Staff Development Section)  
LEAD – Leadership Enhancement and Development  
LEOSA – Law Enforcement Officers Safety Act  
MSTC – Management and Specialty Training Center  
NCA – National Corrections Academy  
NIC – National Institute of Corrections  
OGC – Office of General Counsel  
POC – Point of Contact  
PMSO – Position Management System On-Line  
RD – Regional Director

SME – Subject Matter Expert  
STA – Staff Training Academy  
TA – Training Authorization  
TOA – Training Opportunity Announcement  
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 assists the BOP 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. Human Resources staff assist 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 should:

- Set realistic career goals for themselves.
- Accurately assess his or her current skills.
- Receive feedback.
- Improve skills needed for job effectiveness.

Supervisors and Managers are responsible for the development of their 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.

The above opportunities will be offered to qualified employees in a fair and equitable manner.

Employees are never required to attend agency-sponsored training unless in an appropriate pay status.

## **STAFF DEVELOPMENT**

Human Resource Managers (HRMs) encourage staff to continue their development, provide options, and guide employees through Career Enhancement activities.

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

When prudent, outside resources are utilized. This includes public and private agencies, private industry, and colleges and universities (e.g., training videos, self-study courses, and library resources).

In some cases, an employee may wish to volunteer personal time to participate in career enhancement activities, in accordance with the Fair Labor Standards Act (FLSA), as applicable.

## **CROSS-DEVELOPMENT SELF-STUDY**

Cross-development courses provide training to staff in areas outside of their disciplines. The LCDB, along with Central Office Branch Chiefs, ensures that courses are developed, reviewed, updated, and made available to BOP sites.

After the employee reviews the subject matter and completes course activities and/or skill checks, he/she takes a computer-based test. All cross-development examinations are considered open-book unless otherwise stated. Human Resource staff must enter eZexam test completion data onto the training record. Web-based cross-development courses given through BOP-Learn will automatically be credited to the training record when the course is completed and a passing score is received. Current cross-development courses include:

- Case Management.
- Correctional Services Management.
- Correctional Systems.
- Education/Recreation Services Management.
- Facilities Management.
- Food Service Management.
- Health Services Management.
- Human Resources and Staff Development.
- Managing Female Offenders.
- Information Technology Services.
- Privatization Management.

- Program Review and Management Control.
- Psychology Services Management.
- Occupational Safety and Environmental Health Management.
- Religious Services Management.
- Residential Reentry (formerly Community Corrections Management)
- UNICOR Management.

## **Chapter 2. Employee Development Planning**

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

Per Title 5 of the Code of Federal Regulations Part 410.201 and American Correctional Association (ACA) requirements, an Annual Training Plan (ATP) is formulated each year based on an organizational needs assessment, conducted by each Human Resources Office (HRO) on an individual, departmental, and organizational level. Documentation must reflect the needs assessment process and support the ATP.

### **ANNUAL TRAINING PLAN**

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. All departments are required to submit a departmental needs assessment each year.

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

The plan must be approved by the Training Committee (see requirements in Chapter 3); the final approving authority is the Chief Executive Officer (CEO). Only the CEO is required to approve plans for sites not required to have a Training Committee, per Chapter 3.

The ATP is the strategic plan for each servicing HRO.

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

The ATP is a working document; the HRM 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 yearly to determine individual needs assessments, prioritize, and reach agreement regarding the employee's needs. The individual needs assessment is a "road map" of an employee's training and development activities, including training to address existing skills and pinpoint areas where skills are lacking or must be developed.
- Forwards information to the Department Head for inclusion in the Department Training Needs Assessment.

### *Department Head/Regional Office Administrator/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 HRM, with each training activity prioritized.

### *Human Resource Manager*

- Obtains plans, including specific justifications, from each department in the institution, administrative office, division, or Training Center. This should include all training regardless of cost or funding source, with the exception of mandated training assigned in BOP-Learn.
- 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 DTPs with other data relating to training. The ATP is reviewed by the Training Committee and submitted to the CEO for approval by June 1 of each year 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 HROs 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 HRM. At a minimum, one Associate Warden (AW) must serve as a member; in his/her absence, acting representatives are appointed. In Complexes, an AW from each institution attends meetings. If the institution has an employee who has completed the Innovative Learning Strategies (or Instructor Skills, Instructor) Program, that employee should serve as a member. In accordance with the Master Agreement, the Union is afforded membership on the training committee.

Per ACA requirements, regardless if an annual budget has been approved or not, the Training Committee must continue to conduct quarterly meetings. Notification should be sent to all department heads, executive staff, and the Union president via email. Minutes, reflecting committee discussions and decisions, must be signed by the Warden, routed to committee members, and kept on file for five years. HRMs are responsible for developing a process and form to review and approve training requested between meetings. Further, HRMs are required to ensure the availability of the ACA Standards and other relevant information. The following items must be covered during the meeting and listed on the agenda:

- Review ATP 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 (e.g., Institution Character Profile [ICP], Strategic Planning, Joint Commission, Program Review, ACA, significant incidences.)
- 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 HRO.

## RECORDKEEPING

The HRO keeps documents in this section on file for five years.

**a. Cancellation Files.** 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 HRO. Evaluations are reviewed, signed by the HRM and program instructor, and maintained for five years.

**c. Training Records.** Training records may be obtained through BOP-Learn by the employee or requested through the HRO.

**d. Training Authorization/SF-182 (TA)/Certification/Documentation.** Training conducted locally must be keyed by Human Resources staff within 15 working days to ensure certifications do not expire in BOP-Learn. Training conducted by other departments or at other locations must submit training documentation to the Human Resources Office (HRO) within 30 days after the completion of the training. Course codes, titles, dates, and hours are verified for accuracy before being keyed into BOP-Learn. All training conducted nationally or by BOP training centers will be keyed by the respective training center, unless specified in the TA.

An obligating form (TA [SF-182], credit card document, or purchase order) is prepared for external training involving expenditures. The HRM signs SF-182s for his/her cost center, and all other obligating documents. It is not necessary to print a hard copy SF-182.

For all non-departmental sponsored conferences/training, reference the Department of Justice (DOJ) policy 1400.01, *Planning, Approving, Attending, and Reporting Conferences*.

Some form of input documentation must be used to initiate and certify training completion – sign-in sheets, schedules, memorandums, or any document authorizing the training and containing all required information.

Files containing keying documentation are maintained for five years. The HRM/HRS may exercise discretion in keying non-mandatory training requests (e.g., lunch and learns, Acting

assignments, etc., of less than eight hours); however, consideration should be given to ensure staff have satisfied the minimum required number of training hours annually.

**e. New Employee Documentation.** The following documentation must be maintained for each Introduction to Correctional Techniques Phase I (ICT Phase I) and Introduction to Correctional Techniques Phase II (ICT Phase II) programs:

- Copy of ICT Phase I or New Employee Orientation training schedule/agenda.
- Course Evaluation (ICT Phase I or New Employee Orientation).
- Performance signoff sheets (ICT Phase I).
- ICT Phase II class evaluation (if applicable).

**f. Annual Training (AT).** The following documentation must be retained:

- Agenda.
- Sign-in sheets.
- Dated employee roster.
- Medical exemptions (including a projected completion date), signed by the CEO.
- Firearms certification sheets/scores (for locations that complete firearms training).
- Curriculum (including lesson plans, PowerPoint presentations, and handouts). Special circumstances (location, security level, specialized programs, local statistics, etc.) may require changes that are necessary to improve the effectiveness of AT. All changes to AT curriculum (including lesson plans, presentations, additional worksheets and activities, etc.) must be approved by the CEO or designee prior to instructional use. Documentation of all changes must be maintained by Human Resources and kept on file for five years.
- Course evaluations.

**g. Program Review.** Operational and Program Reviews of the HRO must be maintained until the next program review is completed.

**h. Mandatory Standards Temporary Exemption.** Mandatory Standards Temporary Exemption can be defined as a temporary release from a mandatory training requirement. Documentation for temporary exemptions must be provided to the HRM, approved by the CEO, and includes a projected completion date.

**i. Budget Information and other Administrative Records.** Each HRO must maintain a budget monitoring system documenting each phase of budget management, changes in the ATP, and property management. Strategic Planning documentation, meeting minutes, correspondence files, current policy and guidelines, and lesson plans are maintained as hard copy or electronic files for routine office functions.

**j. Training Opportunity Announcements (TOA).** If a training requirement exists, a TOA is used. Collateral-duty positions are announced via a vacancy announcement.

A TOA is used for all locally developed programs for which participants have not been identified by mandatory standards, through needs assessments, or other internal means. Criteria for determining whether a TOA should be used to select participants depend on who has training oversight responsibility. The announcement is created by the HRO and posted in areas of high visibility. A TOA is used for all training for which participants are competitively selected. The TOA must be open for a **minimum of 15 working days**, excluding the day it was posted and holidays. Per the Master Agreement, the Union must receive a copy of the announcement.

The following information must be included (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 and re-announced at the start of the next fiscal year.

## **APPLICATION PROCESS**

Employees submit, through their supervisor, a memorandum 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, the HRO must submit the file to the CEO for selection. The file should consist of:

- A memorandum documenting official selection. The HRM prepares the document for the CEO (or designee) indicating, in alphabetical order, which applicants are eligible. The document must allow the CEO to make an obvious mark by the name of the employee(s) being selected and provide a signature blank.

- A copy of the TOA.
- All applications.

HRO will notify applicants and selectees' supervisors via e-mail of the CEO's selection. All documents, including proof of notification, should be retained for five years.

**Note.** TOAs should not be announced without a specific date for training. If a TOA must be announced with a "TBD/TBA" or similar language, an updated TOA with the selected dates must be maintained in the file.

## **CERTIFIED INSTRUCTORS**

A TOA is used to select certified instructors. Institutions must select at least two instructors for each specialty program area. Each institution must select the appropriate number of American Heart Association (AHA) Cardiopulmonary Resuscitation/Automated External Defibrillator (CPR/AED) instructors to meet the AHA ratio of one instructor per nine students. Once selected, the HRO must assign the appropriate collateral duty assignment in BOP-Learn to ensure staff are nominated to attend and included on the training waiting list.

The following qualifications are listed in the TOA to select certified instructors. Applicants must:

- Have completed the probationary employment year (unless waived by the CEO).
- Agree to the conditions noted in the TOA.
- Certify as physically able to perform the duties.
- Maintain at least a "fully successful" performance evaluation in the current year.
- Demonstrate the ability to communicate clearly – orally and in writing.
- Be willing to perform the duties of the instructor position for at least three years after certification, even in the event of a change in duty station.

Employees selected as certified instructors attend a national certification training program at the appropriate Training Center. All certified instructors must instruct a class in their specialty as needed by the institution at least once every 12 months to maintain certification. Certified AHA CPR/AED instructors are trained at the institution and must be available to teach at least four (4) certified classes every 24 months to meet the AHA requirements and institutional needs.

## **RECERTIFICATION**

The BOP requires recertification every 24 months for instructors in firearms, self-defense, disturbance control, CPR/AED, and Lead Baton. During the recertification process, the Lead

Instructor observes the instructor's technique, safety, group interaction, and instruction skills. A recertification form is completed for each instructor and maintained by the HRO.

Recommendations for or against recertification are made to the CEO through the HRM. If an instructor does not meet training requirements or the institution's training needs, the HRM recommends retraining or removal. The CEO is the approving official; the HRM maintains approval/disapproval documentation. Upon recertification, the training is documented on the individual training record.

Instructors in the remaining course areas recertify only as changes are made to course content.

## **LEAD INSTRUCTOR**

The Lead Instructor is the HRM's subject matter expert (SME) in a specialty area. At a minimum, lead instructors recertify other instructors. A TOA is used to select lead instructors. Once selected, the HRO must assign the appropriate collateral duty assignment in BOP-Learn to ensure staff are nominated to attend and included on the training waiting list. The criteria for qualification include:

- Knowledge and experience in the specialty area.
- Instruction ability.
- Effectiveness in working with institution staff.
- Leadership/organizational skills.
- Completion of a BOP Instructor course within the desired specialty and has maintained continuous certification.

Lead Instructors must attend recertification at the appropriate Training Center every four years and assist the HRM in recertifying other specialty instructors. Lead CPR instructors must attend recertification at the appropriate Training Center every two years.

## **MSTC/STA STUDENT NOMINATION/CANCELLATION PROCEDURES**

Student nominations for mandatory training are automated through BOP-Learn. The following are procedures for nominating students for MSTC/STA courses:

- Nominations for ICT Phase II classes are automatically assigned once new employees are entered into the BOP-Learn system via NFC download.
- For non-mandatory classes conducted by MSTC/STA or Central Office, a memorandum is issued by the discipline outlining the request for nomination to the specific training center. This request should be addressed to the AD, HRMD and routed through the CEO, RD, and the AD of the staff's respective discipline.

- If the training is required because the employee serves in a collateral duty position, the collateral duty certification must be assigned to the employee in BOP-Learn by the local HRO. Once assigned, the nominations will be automatically made at that time. Once an employee no longer requires the collateral duty certification (i.e., resigns, will transfer to a different duty station, termination, etc.), the local HRO is responsible for removing the collateral duty certification from BOP-Learn.
- Please see Chapter 6, Management and Specialty Training Center, for nominations for Graduate School Correspondence Training.
- All mandatory training is assigned by position (based on job type codes) through BOP-Learn. (See note below.)

Cancellation procedures for residential trainings hosted by the LCDB, STA, and MSTC are outlined in Chapters 5, 6, and 7 respectively. Cancellation requests for classes held through MSTC, STA, or LCDB for reasons not cited in Chapters 5-7 must be approved by the RD, AD, or designee.

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

HRMs must retrieve reports from BOP-Learn to ensure all nominations have been made. If an employee is no longer mandated to attend training, the HRM may submit a Grandfather Request form (located on the LCDB Sallyport webpage) to [BOP-HRM/LCDB~@bop.gov](mailto:BOP-HRM/LCDB~@bop.gov) to have the employee removed from the waiting list.

**Note. BOP-Learn Job Type Information.** Series, official, and working title codes listed in the current payroll system (known as Job Type Codes in BOP-Learn) for each position and employee are downloaded and used for identifying mandatory training requirements. To ensure the integrity of the downloaded data, the use of accurate titles/codes for each BOP position and employee is imperative. To maintain the accuracy of the title codes for BOP positions, Human Resource Managers are required to ensure these codes are regularly reviewed and verify the title code entered into PMSO for the position is correct.

## Chapter 4. Mandatory Training Standards

### RESPONSIBILITIES

- a. **Central Office Divisions.** Divisions establish Bureau Mandatory Training Standards appropriate for their disciplines. Divisional components process their standards through LCDB.
- b. **LCDB.** LCDB certifies Bureau Mandatory Training Standards and places the standards on the LCDB Sallyport webpage, providing updates as needed. LCDB must approve all titles and course codes of a Bureau Training Standard. Unauthorized titles may not be keyed into the data system.
- c. **HRO.** As mandatory training standards change, it is imperative for HROs to reference the current Mandatory Training Standards on a continual basis. The Mandatory Training Standards are located on Sallyport and should be incorporated with an adequate tracking system of ALL mandatory training standards. Tracking should be utilized on a continual basis to ensure compliance with Program Review Standards.

### MANDATORY TRAINING STANDARDS REQUIREMENTS

A Bureau Training Standard may not be considered “mandatory” if it has not been certified by LCDB. Funding for training will be noted in the Mandatory Training Standards.

A **temporary exemption** is defined as a temporary release from a mandatory training requirement. Documentation (medical documentation, military orders, etc.) for temporary exemptions must be provided to the HRM and approved and signed by the CEO. Temporary exemptions must include a projected completion date.

### SELF-STUDY

Participants shall be allotted time for training at their location. Training time is scheduled by the HRM and the department head, generally in no less than four-hour increments as needed, to complete an entire course.

## **TRAINING FOR TRANSFERRING EMPLOYEES**

### **Employee Familiarization, Federal Bureau of Prisons, Transfers – BOP Training (GNR-0261-BXX).**

Each employee transferring into an institution, Central Office, or a Regional Office from another Bureau worksite must complete eight hours of institution orientation within the first 40 hours of duty. Any employee in a Non-Law Enforcement position transferring to a Law Enforcement position must also complete Introduction to Correctional Techniques, Phase I and Phase II.

## **FAMILIARIZATION TRAINING**

### **Employee Familiarization Training (GNR-0260-BXX).**

Each new staff member entering a position at the Central Office, Regional Office, Training Centers, Residential Reentry Offices, and Grand Prairie must complete at least 40 hours of Bureau and site-specific training within the first 80 hours of duty.

## **INTRODUCTORY CORRECTIONAL TRAINING**

### **a. Correctional Training Program Phase I, Introduction – BOP**

#### **Course Code: CSV-0590-BXX.**

All covered and full-time employees must successfully complete the standard Introduction to Correctional Techniques (ICT) Phase I curriculum within the first 80 hours of employment (excluding holidays).

**Note:** Regarding performance log entries, performance evaluations, or adverse action proposals on any bargaining unit employees who have not completed ICT: Full consideration of this lack of training must be given before any entry or action on performance is made or taken.

**Definition of Covered Employees.** Covered employees can be defined as employees appointed after December 31, 1983, to positions defined as primary law enforcement (i.e., covered under 5 U.S.C. 8331 (20) or 8401 (17) and whose appointments meet the following conditions are covered):

- Career and career-conditional appointments, including reinstatements and transfers.

- Excepted service appointments exceeding one year, and temporary appointments for which there is an expectation of conversion to a permanent appointment.
- Reinstatement of former Bureau employees whose break in service exceeds three years.
- Public Health Service (PHS) employees and officers stationed in a correctional facility.
- Commissioned Officer Student Training and Extern Program (COSTEP).
- Worker Trainees.

**Temporary Less Than Full Time/Contract.** Each unescorted contract and new temporary employee not in a full-time position, who provides direct services to inmates and who has contact with inmates, must complete orientation training. At a minimum, these topics must be covered:

- Security Issues.
- Contraband.
- Emergency Situations.
- Ethics/Code of Conduct.
- Sexual Abuse/Assault Prevention and Intervention.
- Limits of Worker's Compensation (not applicable to contract workers).
- Other local issues.

Institution CEOs determine additional training requirements on an individual basis, such as type of work performed, location, and amount of contact/interaction with inmates.

If an individual's contract is renewed for another year, refresher training is required, based on the type of work performed, location, and amount of contact/interaction with inmates.

**b. Correctional Training Program, Phase II, Introduction – BOP**

**Course Code: HRM-0100-BXX.**

Covered employees must complete the Introduction to Correctional Techniques (ICT) Phase II training program. COSTEPS (Psychology) and worker trainees attend ICT only after a conversion date is received. New correctional workers receive 104 total hours of training during this program. Training for non-law enforcement employees is optional, provided on a space-available basis.

Except as otherwise provided, all employees must attend ICT Phase II within 120 days of entry-on-duty (EOD). No covered employee may attend Bureau-funded training until ICT Phase II is successfully completed.

Non-law enforcement employees assigned to a position designated as a primary law enforcement position for more than 90 days must complete ICT, Phase I and II successfully.

Staff members must successfully complete ICT Phase I, prior to attending ICT Phase II. Waivers to delay attendance of ICT Phase II must be approved by the Assistant Director, HRMD or designee.

## **ANNUAL TRAINING (AT)**

### **Correctional Training, Annual – BOP (GNR-0150-BXX).**

Institution staff are correctional workers first. All positions assigned to institutions must encompass duties directly involved with the mission of the institution, require response to emergencies, and require incumbents to complete ICT and Annual Training successfully, including firearms.

Primary and secondary law enforcement positions located at an institution (including privately operated institutions managed by the Bureau), but under the jurisdiction of someone other than the institution's Warden, must also meet the above criteria (for example, a regional psychologist located at an institution, but under the jurisdiction of a regional director; contract oversight employees at contract facilities etc.). Employees who do not meet legal and regulatory requirements for law enforcement retirement may not occupy these positions.

An additional 40 hours of training will be provided each subsequent year of employment. Core Annual Training topics are determined by the Executive Staff each year and disseminated by the LCDB, HRMD. Core topics are generally limited to American Correctional Association (ACA)-mandated topics or other externally mandated training requirements, and the topics developed by the Executive Staff.

Lesson plans for mandated core topics are developed by LCDB and forwarded to each facility. However, the Warden has discretion as to how much time is allotted and how the topics are presented (as long as the objectives of the lesson plan are met). For instance, a penitentiary may spend two days on emergency preparedness while a camp may only spend two hours.

Additional training to meet the 40-hour requirement is at the Warden's discretion and can come from self-study or computer-based training modules (i.e., Cross Development Courses, Graduate School/OPM/ACA self-study courses, FEMA, NIC, BOP-Learn online courses), offsite training opportunities (discipline conference, OSHA Training, etc.), meetings at which training is provided, and participation in experiential training (e.g., area searches or acting assignments).

Approval by a supervisor or department head must be obtained prior to training. Lesson plans, objectives, etc., are coordinated and documented with Human Resources.

Lesson plans for locally developed training are required. For certain training programs, a lesson plan is not required (e.g., experiential training assignments, emergency preparedness drills). In these cases, an agenda, memo, or other documentation is sufficient from which to key training credit; however, documentation must be coordinated through the Human Resource Department.

Although there is flexibility in the way each facility approaches the classroom portion of Annual Training, based upon discussions with ACA, firearms requalification must be met within every 12-month period. Temporary medical exemptions must be signed by the CEO and include a projected Annual Training completion date.

Staff are not required to complete ICT Phase II and Annual Training within the same fiscal year, however, any mandatory training requirements must be met (e.g., firearms [every 12 months], CPR/AED, Weapons of Mass Destruction, Continuity of Operations, Information Security, etc.).

Each fiscal year, every institution employee (including PHS staff) must receive 40 hours of training. Regional or Central Office employees assigned to an institution for more than 90 days must complete the same curriculum.

Central Office, Regional Office, Residential Reentry, Grand Prairie, and Training Center staff must complete 16 hours of training annually, including core annual training topics for the fiscal year, except for firearms, self-defense, and disturbance control.

CPR/AED is a requirement for primary or secondary law enforcement staff including staff working in non-institution locations such as Central and Regional Offices, Residential Reentry, Grand Prairie, and Training Centers.

## Chapter 5. Learning and Career Development Branch (LCDB)

This chapter covers LCDB policy and initiatives. Its provisions apply to the section as well as to institutions and other BOP components.

### NATIONAL TRAINING PROGRAMS

LCDB coordinates the following national training programs: New Wardens, National Wardens, Associate Wardens, Principles of Leadership Phase II, and Innovative Learning Strategies (previously Instructor Skills, Instructor). The numerous tasks involved in planning these events may require assistance from all levels of the Bureau.

- a. **Site Selection.** All BOP training activities must be held at a BOP facility, if possible.
- b. **Nominations/Selections.** Prior to the start of a class, a copy of the waiting list is obtained by the assigned Employee Development Specialist. Participants are selected in order of ETP date (except for Principles of Leadership Phase II). Individuals in the position(s) longest are selected first. Those remaining individuals move to the top of the list for the next class. The needs of the BOP may come before the individual's ETP date priority status.

Training Authorizations (TAs) are sent by e-mail, automatically through BOP-Learn, six weeks prior to the class start date to the following individual and departments:

- HRO.
- Financial Management Department.
- Participant.

c. **Cancellation Procedures.** A memorandum requesting rescheduling or cancellation of a national training program coordinated by LCDB (Warden Familiarization, Associate Warden Familiarization, Principles of Leadership Phase II, etc.) must be routed to the AD, HRMD via e-mail to [BOP-HRM/LCDB~@bop.gov](mailto:BOP-HRM/LCDB~@bop.gov) and cc: to the AD, HRMD, using one of the following methods:

- The CEO must request the training be delayed through rescheduling or cancellation for the following reasons:
  - Medical emergency.
  - Family emergency.
  - Institution disturbance, when appropriate (e.g., food strike or lockdown).
  - Change in status (e.g., termination, resignation, reassignment).

- Previously approved annual leave pursuant to article 19 of the Master Agreement.
- Request for any other reason must be approved by the appropriate Regional Director or designee.

When submitting training waivers or cancellation request memorandums for employees who need to be excused from training for long periods of time (pregnancy, serious health issues, military duty, etc.), the following additional statement should be included, along with any current required information:

[Individual's name] is unable to attend [name of training] due to [reason]. His/Her anticipated return date is xx/xx/xxxx [date anticipated returning to work]; however, it is estimated he/she will not be able to attend training until xx/xx/xxxx [estimated date of return to training].

Once the request is approved by the appropriate official, the staff member will not be placed in **any** training courses prior to the estimated date of return. This reduces the need to submit additional waivers or cancellation requests on behalf of the staff member.

## **REQUESTS FOR NATIONAL POLICY ASSISTANCE**

LCDB 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 Human Resources staff, Program Review Examiners, and others.

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

## **NATIONAL TRAINING PROGRAM FUNDING**

To ensure national training programs are based on an identified need and provided in the most cost-effective way, divisions are required to submit requests for national training programs funds annually through the Budget Execution Branch.

The Budget Execution Branch initiates a national training budget request for funding no later than March of each year. A memorandum from the AD, HRMD, goes to each Division detailing the process and format by which to request program approval and funding.

## **CHANGES TO MANDATORY TRAINING STANDARDS**

LCDB manages the mandatory training requirements for the BOP and should be contacted for changes to mandatory training including classroom-based, self-study, and distance learning. Any person coordinating training programs conducted with 21N1 funds must ensure compliance with this policy. Discipline project managers, institution HRMs, HRAs, and Training Center Directors must meet requirements in their areas.

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. The following procedures must be followed when requesting changes to mandatory training standards to existing mandatory training as well as establishing training not previously offered at a Training Center or an offsite location:

- Complete a Change Request to Mandatory Training Standard form (BP-A0776) (located in forms area on Sallyport) and cover memorandum requesting training. The BP-A0776 and cover memorandum are forwarded to LCDB. A justification of the training need and fiscal impact statement must be included.
- LCDB works with the STA and MSTC along with the Subject Matter Expert (SME) to prepare and submit evaluations, recommendations, and/or alternatives to the AD, HRMD, for review.
- The Union will be provided notice of any changes to the mandatory training standards and given the opportunity to provide input.
- The AD, HRMD approves, denies, or provides alternative(s) to the proposal.

If the need to conduct the training still exists and alternate delivery strategies are available, Curriculum Development Specialists (CDS) will work with the respective SMEs to make necessary adjustments.

It is understood that the agency has the right to modify mandatory training standards pursuant to 5 USC 7106.

## **BOP-LEARN**

Requests for assistance can be made either by phone or e-mail. USER-IDs are synchronized with the BOP LAN network ID and password; therefore, login issues should be addressed with the local Information Technology Department. For Human Resources staff requiring additional

rights within BOP-Learn, the HRM must submit an email with the staff name, position, and reason for additional rights to LCDB at [BOP-HRM/LCDB~@bop.gov](mailto:BOP-HRM/LCDB~@bop.gov).

BOP-Learn is the electronic repository for all staff training records. All BOP employees have access to their personal training records through BOP-Learn.

## **COURSE CODE**

LCDB manages the Course Code Catalog in BOP-Learn and is accessible to all HR staff who have been assigned access as a training administrator. The catalog contains all course codes assigned to BOP mandatory training programs; courses that require tracking of staff completion due to other DOJ, Federal, or legal mandates; and numerous non-mandatory professional development courses sponsored by various vendors and outside sources.

The 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).** (e.g. ACQ, ADM, CPG, CSM, CSG, CSV, DIR, DTP, EDM, EDU, EXD, EXS, FAC, FDS, FPI, GNR, HRM, HSD, LGL, PRD, PSY, REC, RLG, SFT, SYS, TEL)

**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 Development.

Additions to the Course Catalog are processed by LCDB upon receipt of a Training Course Code Request (BP-A1046). LCDB will notify the requester of new course code assignments (usually within 15 working days after receipt of curriculum approval).

## **CURRICULUM DEVELOPMENT**

Curriculum Development is responsible for assisting in the production of instructional materials for national training. This is accomplished by understanding the learning needs of the BOP and by providing technical, instructional expertise to subject matter experts (SMEs).

a. **Curriculum Design.** Each curriculum follows a standardized format; however, it may be unique depending upon the desired outcome of the training. A basic structure of curriculum considers course length, goals, learning objectives and content. Curriculum includes an agenda, lesson plans representing segment of the agenda, a course assessment, and all supporting materials such as PowerPoint presentations, visual references, job aids, and handouts.

Any training requiring a course code must submit **all of the completed** curriculum including lesson plans, presentations, handouts, exams, and test matrix for review and approval by LCDB. Additionally, any vendor-contracted instructional materials used for BOP training purposes must be forwarded for review in advance and approved by LCDB. In accordance with the Records Information Disposition Schedules (RIDS), a curriculum package no longer in use is maintained for five years, then destroyed.

b. **Curriculum Review.** Each curriculum package is reviewed annually; however, earlier reviews may be conducted as policy changes, legal decisions are rendered, new technology is implemented, or any other significant event to happen that prompts a review. Job Task Analyses (JTA) and Revalidations for disciplines are maintained for two years, then destroyed. Program Coordinators and SMEs should contact either the Chief or the Deputy Chief, LCDB, to discuss updating, revising, or establishing training for their discipline.

## **EXECUTIVE DEVELOPMENT**

The BOP's management of executive development training is coordinated through the Leadership Enhancement and Development (LEAD) Program by LCDB. The Chief, LCDB, serves as Administrator for the LEAD Program and identifies leadership training programs for first-line supervisors and above to assist in the development/enhancement of 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 within the BOP.

At the beginning of the program, all program participants are required to complete a 360-degree-assessment which measures leadership skills and traits of managers. This assessment is designed to collect information from supervisors, peers, and subordinates about a manager's performance.

The principal strength of a 360-degree-feedback instrument is its use of multiple perspectives. Program participants are required to send a copy of their individual feedback assessment to the Chief, LCDB. 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.

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, and Executive Staff input.

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

a. **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-formatted TOA is created by LCDB and sent via e-mail to BOP facilities. It is open for *15 working days, excluding the date it was posted and holidays.*

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 five years.

The Chief, LCDB, sends written notification to the selectee and his/her HRO and sends non-selection notifications to all other remaining applicants.

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

c. **Cancellations.** Cancellations for Executive Development courses must be forwarded to LCDB in a timely manner per instructions in the Training Authorization.

d. **Training Authorization/Certification/Documentation.** Executive Development training is keyed by LCDB, unless otherwise noted. An obligating form (i.e., Training Authorization [SF-182], credit card document, or purchase order) is prepared for external training involving expenditures. The signature of the Chief, LCDB, is required on all SF-182s and other obligating documents. A signed copy is then forwarded to the participant and the respective HRO.

e. **National Institute of Corrections (NIC).** Executive Development courses are available through NIC. BOP applicants, even if locally funded, must forward the endorsement and application forms to the Chief, LCDB for approval.

## Chapter 6. Staff Training Academy (STA)

### INTRODUCTION TO CORRECTIONAL TECHNIQUES PHASE II (ICT Phase II)

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

Training must begin no later than the 120<sup>th</sup> day after entry into their permanent position. The 120-day requirement may only be extended by waiver; the Warden must forward a request through the RD to the AD, HRMD, or designee, including an anticipated completion date.

Before attending ICT Phase II, staff must successfully complete ICT Phase I. Regional or Central Office employees assigned to an institution for more than 120 days must successfully complete ICT Phase II.

a. **Scheduling.** Participants are scheduled in order of EOD. Nominations are *not* required, except for PHS staff and reinstated staff (separated more than three years). Nominations for PHS staff are received from the Health Services Division by forwarding a copy of the Personnel Order form, PHS-7063, to the Registrar's Office via email. Nominations for reinstated staff are submitted by the local HRO to the Registrar's Office via email. Once the participant list is confirmed, the STA Registrar's Office forwards an electronic Training Authorization to the institution HR Offices. TAs are sent by email, automatically through BOP-Learn, six weeks prior to the class start date to the following individual/department:

- HRO.
- Financial Management Department.
- Participant.

If scheduling difficulties prevent a significant number of staff from beginning ICT Phase II within the 120-day requirement (insufficient classroom space, high activation rates, canceled classes, etc.), the STA Director will issue a waiver and send it via email to HRMs.

Once an employee is scheduled via a training authorization, the institution HRM notifies Health Services of the class start date. The Health Services Administrator (HSA) submits a medical clearance form by e-mail to the STA Registrar's Office within 30 days, but no later than two weeks before the participant starts ICT Phase II. This must be received by the STA Registrar's Office before the employee attends training. Failure to submit the medical clearance form may result in the employee being removed from the scheduled training class.

b. **Cancellations.** In case of personal (medical or family emergency) or institution emergency (disturbance, food strike, lockdown etc.), the HRM submits a waiver to the 120-day requirement.

A training cancellation or postponement must be routed via email in memorandum format through the CEO to the RD/AD including the staff member's name, EOD, reason for cancellation, and projected clearance date.

The RD/AD forwards requests to the AD, HRMD, or designee. Upon approval/disapproval, an email is sent by the AD, HRMD, or designee to the institution.

When submitting training waivers or cancellation request memorandums for employees who need to be excused from training for long periods of time (pregnancy, serious health issues, military duty, etc.), the following additional statement should be included along with any current required information:

[Individual's name] is unable to attend [name of training] due to [reason]. His/Her anticipated return date is xx/xx/xxxx [date anticipated returning to work]; however, it is estimated he/she will not be able to attend training until xx/xx/xxxx [estimated date of return to training].

Once the request is approved by the appropriate official, the staff member will not be placed in **any** training courses requiring travel prior to the requested date. This reduces the need to submit additional waivers or cancellation requests on behalf of the staff member.

c. **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 Phase II 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 (21 of 30) with the 9mm pistol, 70% or higher (21 of 30) with the M-4 carbine, and 100% (5 of 5) with the shotgun.
- **Academics.** Achieve an overall score of 70% or higher on the written academic tests of job knowledge.
- **Physical Ability Test (PAT).** Complete five events:
  - **Dummy Drag.** Drag a 75-1b. dummy three minutes continuously. Benchmark 694 ft.
  - **Ladder Climb.** Benchmark 7 seconds.
  - **Obstacle Course.** Benchmark 58 seconds.

- **Quarter Mile Run and Cuff.** Run 1/4 mile and apply handcuffs. Benchmark 2 minutes and 35 seconds.
- **Stair Climb.** With a 20-lb. weight vested, climb up and down 108 steps. Benchmark 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).

As a result of the Law Enforcement Officers Safety Act (LEOSA), the BOP has carefully reviewed the role of PHS officers and determined that PHS officers will not complete firearms training, including the BOP's Introduction to Correctional Techniques course, Annual Firearms Training, or any other specialized firearms training course. PHS officers must complete the Correctional Services cross-development course, or an equivalent course assigned by the STA.

~~Chaplains will not complete firearms training (and do not participate in annual firearms qualification at the institution).~~ Physicians, Dentists (non-PHS) and Chaplains will have the option to complete firearms training; however, once participation is waived, the individual cannot participate in local annual refresher firearms training. Those who do not participate in firearms training will be required to complete the Correctional Service cross-development course, or an equivalent course assigned by the STA. The Cross Development courses must be completed while at STA. A minimum score of 70% is required to graduate from the Academy.

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 Phase II; his/her conditional employment with the BOP must be terminated.** Employees failing ICT Phase II will not be retained via waiver or hired as a temporary appointment.

Qualified persons with disabilities are required to complete ICT Phase II 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 Phase II.

The HRM 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.

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

- Ability to communicate and cooperate effectively.
- Role-play scenarios.
- Classroom participation.
- Conduct.
- Proper wearing of the uniform.

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 STA Director (or designee) has final review. The institution is informed of the student's problem area(s), and an unsatisfactory evaluation is noted in the student's evaluation narrative.

e. **Student Failures.** STA staff will immediately verbally notify any student who does not pass any of the three areas after the failing grade is determined. The Director, STA, notifies the sending Warden and HRM of any students who do not pass. The employee is returned to the institution for removal. STA will provide the respective HRM with documentation as a basis for removal. Removal based on failing ICT Phase II results in the prohibition of rehire consideration for a two-year period.

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 scheduled completion date. If the student is still unable to qualify, he/she is returned to the institution for removal.

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

- **Academics.** Cumulative score of 95% or higher.
- **Firearms.** Attain at least 143 of 150 possible points on Transtar II target with 9mm pistol, 28 hits inside the five ring with 30 overall hits on the target with the M-4 Carbine, and 5 hits on the target with the shotgun. A shooter firing rounds on any shooting point other than that assigned during a qualification course of fire is not eligible for Honor Graduate. An Honor Graduate must demonstrate proper loading and unloading using a clearing barrel on the first

attempt. A student requiring remediation on weapons is ineligible for Honor Graduate or a Certificate of Exceptional Performance. Students exempted/waived from firearms must achieve a score of 90% or higher on the cross-development course on their first attempt.

- **Physical Ability Test.** Complete all five events as discussed earlier.
- **Prevention, Protection, and Multi Person Control/Self-Defense and Communication and Compound Exercises.** Demonstrate a specific self-defense technique, identified by the evaluating instructor, after each role-play. The technique must be performed correctly on the first attempt in 10 of 13 tested moves. Students who attain more than one rating other than acceptable or highly acceptable are ineligible for Honor Graduate consideration.
- **Motivational/Professional Category.** Satisfactory evaluation.

An Honor Graduate must be exemplary in attitude, professionalism, and motivation. An Unsatisfactory evaluation in motivation/professionalism removes him/her from consideration for Honor Graduate.

A student may appeal the decision to withhold Honor Graduate status due to an unsatisfactory evaluation by sending a written appeal to the Deputy Assistant Director (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. A Letter of Commendation is completed for each Honor Student within two working days of graduation and is sent to the institution CEO.

g. **Participant Evaluations.** ICT Phase II 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 HRM within two weeks of ICT Phase II completion. The evaluation includes final test scores, general description of the employee's performance, and areas that may require further training. Participants are expected to complete Level I evaluations on the training program on the last class day.

**Staff must complete ICT Phase II before attending any other Bureau-funded training.**

## **SPECIALTY TRAINING PROGRAMS**

The STA provides and coordinates Specialty Training Programs, including Bus Officers Training, Firearms Instructor Training, Self-Defense Instructor Training, Marksman-Observer Training, and others.

a. **Nominations.** After adhering to the requirements of an institution TOA, the institution HRM assigns staff specific collateral duty roles in the BOP-Learn system. By assigning these roles, staff are then nominated for Specialty Training Programs at the STA. Based upon BOP needs, the STA will schedule nominees accordingly.

b. **Scheduling Training Classes.** The STA Registrar's Office schedules classes at the STA. A list of tentative classes and dates is submitted to the FLETC scheduler for the upcoming fiscal year.

For classes at other locations, the Program Coordinator arranges the scheduling. Such offsite training programs are scheduled in a way that maximizes cost effectiveness and training opportunities. Normally, these training programs are distributed among the regions.

STA staff initiate requests for offsite training to be conducted at institutions. Requests are forwarded from the STA Director to the Warden via email. Institutions may request a training program be conducted locally by forwarding an email 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) via email by July 15 to the Supervisory Firearms Instructor.

c. **Scheduling.** The STA Registrar's Office maintains a list of nominations for Specialty Training Programs, provided by BOP-Learn. Participants are selected based on Entry to Position (ETP) date, institution need, and cost effectiveness. Priority is first given to all Lead Recertifications that will expire before the next scheduled training date.

Once the participant list is confirmed and participants are scheduled, a training authorization is forwarded to institution HRMs via email at least five weeks before training begins.

d. **Rescheduling/Cancellation.** The CEO may request the training be delayed through rescheduling or cancellation for the following reasons:

- Medical emergency.
- Family emergency.
- Institution disturbance, when appropriate (e.g., food strike or lockdown).
- Change in status (e.g., termination, resignation, reassignment).
- Previously approved annual leave pursuant to article 19 of the Master Agreement.

Requests for any other reason must be approved by the appropriate Regional Director, or designee.

A memorandum requesting rescheduling must be routed via email from the Warden to the STA Director.

When submitting training waivers and cancellation request memorandums for employees who need to be excused from training for long periods of time (pregnancy, serious health issues, military duty, etc.), the following additional statement should be included along with any current required information:

[Individual's name] is unable to attend [name of training] due to [reason]. His/Her anticipated return date is xx/xx/xxxx [date anticipated returning to work]; however, it is estimated he/she will not be able to attend training until xx/xx/xxxx [estimated date of return to training].

Once the request is approved by the appropriate official, the staff member will not be placed in **any** training courses prior to the requested date. This reduces the need to submit additional waivers or cancellation requests on behalf of the staff member.

e. **Pass/Fail Policy.** Each Specialty Training 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). Failure during a Specialty Training Program supersedes a passing rating during local training.

## **MATERIAL REQUESTS**

ICT Phase I and II manuals and other materials for training at the institution are available on the STA Sallyport webpage and HR Corner.

## **Chapter 7. Management and Specialty Training Center (MSTC)**

### **MISSION, GOALS, ANNUAL REPORT**

Every October, the MSTC conducts an annual review of its Mission Statement and formulates annual goals and objectives. At the same time, an Annual Report of the previous year's major activities, progress, and accomplishments is presented to HRMD.

### **STRATEGIC PLAN**

Quarterly updates for BOP Strategic Plan 2.05, Training Delivery, are reported to the Executive Staff. The updates provide data on continued development of distance learning (i.e., cross-development and conversions of residential learning).

### **MSTC OPERATIONS**

Day-to-day operations of the MSTC are outlined in a separate National Corrections Academy (NCA) operations manual. The manual is reviewed and updated annually to ensure continued compliance with any policy revisions/renewals. This document is maintained locally at the NCA.

### **MSTC INSTRUCTORS**

The MSTC maintains a cadre of qualified, full-time instructors to teach frequently taught technical and core topics. The MSTC also utilizes subject-matter-experts, education partners, and adjunct instructors.

MSTC instructors attend a specialized basic instructor skills (or equivalent) course within the first 4 months of assuming a Training Instructor/Specialist position. Additional training is recommended every 2 years.

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.

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 (ANNUAL TRAINING PLAN)**

MSTC publishes a fiscal year National Annual Training Plan (schedule) for Mandatory courses. In March, notices are sent to all divisions requesting their mandatory course requirements for the next fiscal year. In consultation with divisional SME's, the MSTC Training Program Manager and Budget Execution Branch forecast upcoming mandatory training requirements against budget priorities and constraints.

In June, the MSTC compiles the course list, then the final schedule is distributed to the field by August. The schedule includes:

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

The Master Training Schedule is reviewed and published quarterly. Additions or deletions are posted to MSTC's Sallyport webpage.

Along with the March notices to all divisions, the MSTC sends forecast forms that are used to determine space and resource requirements, funding, etc., for training conducted or managed at the NCA. Each Assistant Director shall receive a separate forecast form for each course scheduled during the current fiscal year. A blank forecast form is also provided to add any new training required for the upcoming fiscal year. As a minimum, a forecast form should list the course code, current number of staff on a wait list as of March 31; and the number of classes remaining during the current fiscal year as of April 1.

**Note.** Waiting lists do not exist for all BOP-Learn courses.

## **TRAINING MANAGEMENT**

MSTC uses a 10-week planning cycle consisting of:

- Ten (10) weeks prior to the first day of training, the MSTC sends the work guide to the Class Coordinator.
- Eight (8) weeks prior to the first day of training, the Class Coordinator returns the completed work guide to MSTC.
- Six (6) weeks prior to the first day of training, the MSTC transmits the training authorization

(TA) via BOP-Learn to the groupwise mailboxes of the below:

- Participant.
  - The HRO.
  - The Financial Management Department.
- 
- 4 weeks prior to the first day of training, all color photocopy/reproduction materials are due to MSTC. Materials are normally submitted to the training technician by the assigned curriculum development specialist.

## **PARTICIPANT SELECTION**

The MSTC has three methods of selecting students for training. The method utilized will vary depending on the course.

- **BOP-Learn Wait Lists** (the most common method). Staff appear on the BOP-Learn wait list based on an effective date (ED) entered. Staff will automatically appear on a wait list within 2 pay periods after assuming a new position with a BOP-Learn Certification.
- **Training Opportunity Announcements (TOA)**. Training Opportunity Announcements for MSTC training are generally used for new training that does not have a wait list but requires a specific target audience.
- **Needs of the agency**. “Needs of the agency” selections are mandated by directive, court order, etc. Staff can also be assigned when a vacancy exists within an institution that may affect its critical operations or security.

## **NOMINATION/CANCELLATION PROCEDURES FOR MSTC COURSES**

The MSTC is required to submit training data and statistics for various external and internal audits. This documentation is also available for any external or internal audit seeking to verify whether a staff member(s) attended mandatory or directed training within established time frames. Mandatory training benefits the staff member as well as the agency. Every effort should be made to send staff to mandatory or directed training when scheduled. Cancellations and waivers are documented within BOP-Learn.

- a. **Cancellations**. HRMs maintain copies of cancellation requests. Requests may be made by the HRM due to an employee’s resignation, termination, reassignment, promotion, military activation, or 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.

Cancellation memorandums must be submitted to the MSTC Director via email or memorandum 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 employee is no longer mandated to attend training, the HRM must submit a Grandfather Request to [BOP-HRM/LCDB~@bop.gov](mailto:BOP-HRM/LCDB~@bop.gov) to have the employee removed from the waiting list and cancelled from any pending training. Removal is contingent upon the approval of the AD, HRMD, or designee.

If the request for cancellation is for an individual who has already been identified on a TA, an amended TA is sent to the institution Financial Management Department, HRO, Regional HRA, and individual. MSTC will not notify the institution if the cancellation request is for individuals on a waiting list. Human Resource Managers/Specialists are responsible for delivering copies of TAs to participants and ensure instructions have been discussed with them per the guidelines.

**b. Training Waivers.** When submitting training waivers or cancellation request memorandums for employees who need to be excused from training for long periods of time (pregnancy, serious health issues, military duty, etc.), the following additional statement should be included along with any current required information:

[Individual's name] is unable to attend [name of training] due to [reason]. His/Her anticipated return date is xx/xx/xxxx [date anticipated returning to work]; however, it is estimated he/she will not be able to attend training until xx/xx/xxxx [estimated date of return to training].

Once the request is approved by the appropriate official, the staff member will not be placed in **any** training courses prior to the requested date. This reduces the need to submit additional waivers or cancellation requests on behalf of the staff member.

## **CORRESPONDENCE COURSES (HUMAN RESOURCES)**

The MSTC will order the below-listed Graduate School courses at no cost to the institution. HRM's submit requests via GroupWise to the DET/Training~ mailbox. Please limit requests to the courses staff require and can complete within the Graduate School time-frames. Multiple nominees can be submitted in one email. The email should include:

- Name and title of the participant.
- BOP email address of the participant.
- Name of the HRM.
- Address to mail course materials (no P.O. boxes).
- Course Title.

Course requests to MSTC are processed as received and as funding permits. The Graduate School advises the MSTC on students with open or incomplete courses prior to placing new orders. Currently, the MSTC funds the following Graduate School courses:

- Advanced Processing Personnel Actions.
- Basic Processing Personnel Actions.
- Calculating Service Computation Dates.
- Pay Setting for FWS Positions.
- Pay Setting for GS Positions.
- Personnel Procedures for Clerks and Assistants.

## **ASSESSMENTS**

Class folders are prepared for all classes conducted at or managed by the MSTC. The class folder contains the Master File Checklist, the original TA and amendments, class rosters, pre- and post-test scores and analysis (if applicable), student feedback, CEO letters (if applicable), the Closeout Worksheet, and other correspondence. These files are maintained for 5 years by course code and year.

MSTC staff conduct Level I and Level II evaluations for each participant. Level I evaluations measure customer satisfaction with the training. Participants may also complete Level II evaluations through pre- and post-tests for various residential courses. MSTC staff compares pre- and post-test scores to measure knowledge gained by participants (using testing/analysis software). When negative trends are noted through evaluations, MSTC staff implement course adjustments in coordination with subject matter experts.

To successfully pass a course at MSTC, a participant must score 70% or higher on the post-test. Participants are given one opportunity to take the pre- and post-tests. For those with a score above 95%, the MSTC sends a letter to the CEO acknowledging their performance. For scores lower than 70%, the MSTC issues a letter to the CEO identifying areas requiring remediation. Participants will not return to MSTC for remedial training. It is the responsibility of the local discipline to ensure this training (remediation) is completed locally.