

<p>Commonwealth of Pennsylvania</p>  <p>Pennsylvania Board of Probation and Parole</p>	<p>Volume III Chapter 2</p> <p>Procedure 2.06.05</p>	<p>Date Revised: 1/16/01</p>
<p>Chapter Title ADMINISTRATION, MANAGEMENT</p>		<p>Date of Issue 8/5/2013</p>
<p>Subject TRAINING NEW EMPLOYEE, PROMOTED EMPLOYEE, RETURNING LONG TERM LEAVE EMPLOYEE TRAINING</p>		<p>Effective Date 8/19/2013 <b>PUBLIC</b></p>

I. AUTHORITY

The chairman of the board is granted the authority to “direct the operations of the board and fulfill the functions established by th[e] act...indicating organizing, staffing, controlling, directing, and administering the work of the staff.”<sup>1</sup>

II. PURPOSE

None Applicable

III. APPLICABILITY

Applies to all employees hired by the Board.

IV. DEFINITIONS

None Applicable

V. POLICY

None Applicable

VI. PROCEDURE

A. Initial Orientation Requirements

All new employee orientation during the first week of employment shall utilize the Initial Orientation Training Form (PBPP-352), except for Parole Agents/Parole Investigators. The first day should include processing the employee’s identification card and administering the oath of office, where applicable. If a new employee has had some of this training previously, credit **may** be given **on a case by case basis** and the employee **may not need to** repeat the training. All new employees **shall** be scheduled to attend the next available agency Orientation Program for new employees.

<sup>1</sup> Prisons and Parole Code, 61 Pa. C. S., §§ 6101 *et seq.*

## B. Supervisor and Manager Orientation

1. Employees promoted to, or hired for, executive, senior, or mid-level managerial and supervisory positions shall be provided with management courses designed to meet identified needs of these positions.
2. On-the-job training (OJT) shall begin immediately after appointment and be administered by the Chairman, or designee; bureau/division director; or the district director or deputy district director as appropriate.
  - a. Although there is no prescribed OJT program for each supervisory/management position, the following must be considered in developing a program for the new employee:
    - 1) Teaming up with an experienced supervisor.
    - 2) Attendance at Board panel hearings.
    - 3) Exposure to state correctional institutions for field supervisors or exposure to field supervision operations for institutional parole supervisors.
    - 4) Meeting local and county court and correctional officials.
    - 5) Review of supervisory controls and paperwork unique to the position.
    - 6) Discussions with a hearing examiner to become familiar with areas of concern in due process hearings.
    - 7) Review of procedures on state vehicles.
    - 8) Familiarization with the following as appropriate to the position:
      - a) The Board's Procedures Manual;
      - b) Related Personnel Rules;
      - c) Pennsylvania Crimes Code;
      - d) Appropriate employee performance evaluations reports;
      - e) Leave and Holiday Programs Manual – Office of Administration (M530.7)
      - f) Applicable union contracts;
      - g) State Employees Assistance Program manual;
      - h) Relevant management theory texts;
      - i) Relevant Board directives/memos; and,

**Commented [D1]:** How will the needs be identified? By whom?

j) Prisons and Parole Code

3. All newly appointed Parole Supervisors must complete the related field or institutional (OJT) package (as outlined in Section C of this procedure) within six (6) months of their promotion. The only exception to this provision is when the Parole Supervisor is promoted from a Parole Agent position and performed similar job tasks and duties as the subordinates they now supervise. Examples of this exception are:
- a. A Parole Agent working in a District Office conducting field offender supervision is promoted to a Parole Supervisor within the same or another District Office supervising an offender supervision unit.
  - b. An institutional Parole Agent is promoted to Parole Supervisor assigned to supervise an institutional unit.

**Commented [DRM2]:** Is there any need to establish the minimum time they were in job? I say not, METS would cover that. DD.

C. Parole Agent/Parole Investigator Training

- 1. Each new employee is given a Work Training Plan that includes the completion of the **Basic Training Academy** and the related (OJT) package. The employee is required to sign the plan and submit it to the Training Division. The employee is also required to attend the agency Orientation Program for new employees.
  - a. Under certain situations the Employee's employment status will be inactive for an extended length of time. Those situations include, but are not limited to:
    - 1) Extended Military Leave;
    - 2) Extended Sick Leave;
    - 3) Workers Compensation Leave; or
    - 4) Heart and Lung Act Leave.
  - b. Employees who have been employed by the Board for less than three (3) years and are subsequently on inactive status for:
    - 1) More than three (3) years: will be required to attend the Basic Training Academy.
      - a. The exact sections of the Basic Training Academy that will be attended will be determined by consultation between the applicable Deputy Executive Director and the Director of Training.
    - 2) 2) Less than three (3) years: shall be required to successfully complete all required training, as required by Procedure 4.03.08 Section N 3, 7, and 8 (relating to training), that the Employee missed while on inactive status.

a. If the Employee's chain of command deems it beneficial for the Employee to attend portions of the Basic Training Academy to improve job knowledge, said Employee will be directed to attend. c. Employees who have been employed by the Board for more than three (3) years and are subsequently on inactive status for:

- 1) More than three (3) years: will be required to attend the Basic Training Academy.
  - a. The exact sections of the Basic Training Academy that will be attended will be determined by consultation with the applicable Deputy Executive Director and the Director of Training.
- 2) Less than three (3) years: will be required to successfully complete all required training, as required by Procedure 4.03.08 section N 3, 7, and 8 (relating to Training) that the Employee missed while on inactive status.
  - a. If the Employee's chain of command deems it beneficial for the Employee to attend portions of the Basic Training Academy to improve job knowledge, said Employee will be directed to attend.

Commented [DRM3]: Any need to caveat for more if there are performance inadequacies? Legal

2. Each new Parole Agent and Parole Investigator will participate in the OJT training program during the first six (6) months of employment.
  - a. As the employee works through the OJT package, their immediate supervisor must regularly monitor progress, pinpoint strong and weak areas, take corrective action where deficiencies are discovered, and apprise their supervisor and the Training Division of any unresolved problems. The employee is expected to progress in a satisfactory and timely manner through the entire OJT package, which typically takes the first six (6) months of employment.
  - b. OJT Phases/Time Spans
    - 1) Phases – Each OJT package is divided into phases designed to permit increasing levels of responsibility and demonstration of acquired technical skills. In each phase there are mandatory readings, work-related assignments and suggested experiences.

Each phase is subdivided into sections which, when completed, are signed off on by the employee and supervisor.

An examination is given at the end of each phase, which must be satisfactorily completed (75% correct) and reviewed by the supervisor prior to advancing to the next phase. The completed examination must be forwarded to the Training Division.

2) Time Schedules – It is anticipated that Phase I and II will be completed within the first (3) months of employment; Phase III prior to the end of the fifth (5<sup>th</sup>) month; and Phase IV prior to the end of

the sixth (6<sup>th</sup>) month. When the entire OJT package has been completed and signed off on all sections, the parole agent's signed Employee Guide and all four (4) completed tests must be sent to the Training Division.

**Commented [DRM4]:** What are the various phases, do they differ depending on the OJT package components?

### 3. Basic Training Academy

- a. The Training Division operates a **Basic Training Academy** designed to provide instruction and experiential training in the basic skills needed by county probation officers, parole investigators, and Board parole agents. The program is open to all newly hired county Adult Probation Officers.
- b. It is mandatory that each new Board parole agent or parole investigator satisfactorily completes the Basic Training Academy. **Agents begin this training during their first month of employment.**
- c. The curriculum provides training modules designed to provide new employees with the essential fundamentals of probation and parole work. Modules are changed when needed to reflect agency needs as reported on surveys and evaluations, but typically revolve around the following core skill areas: probation and parole law, interviewing/communication, drug and alcohol abuse, AIDS, investigations, courtroom/hearing procedures, supervision of the client, the use of force, self-defense, firearms, less than lethal weapons, arrest, and handcuffing/transportation of the client.

### D. On-The-Job Training (OJT) for Transferring Parole Agents and Parole Supervisors

1. **Any Parole Agent or Parole Supervisor who transfers to a new job assignment in the same classification but where the new job duties and tasks are entirely different from the previous shall complete a new OJT Training package (as outlined in Section C of this procedure. An example where the transferring employee must complete the OJT package under this section is when a Parole Agent and Parole Supervisor transfer between a district field office and an institutional unit.**
2. **Unless mandated by their supervisor, manager or director, transferring Parole Agents and Parole Supervisors are not required to complete an additional OJT package for any position in which they had previously performed the job tasks and duties while holding the same classification. An example of this exception is a Parole Supervisor is not required to complete the OJT package when transferring to an institutional unit from a district office, when the Parole Supervisor previously held an Institutional Parole Supervisor position.**

### E. Clerical and Support Staff

1. New clerical and support staff must receive 40 hours of initial orientation training during the first six (6) business days of employment and be scheduled to attend the next available agency Orientation Program for new employees.
2. Upon notice from the Personnel Division and Regional Administrative Officers of a new hire and the effective starting date, an Initial Orientation Requirements Form (PBPP-352), is to be sent to the immediate supervisor. The form outlines specific instructional topics and activities to be completed. All orientation activities are to be documented on this form. The completed form must be sent to the Training Division immediately following the initial orientation period and no later than the date indicated on the back of the form.
  - a. The supervisor will review the requirements on the form with the employee as soon as possible on or after the starting date and establish completion dates for each activity. The employee is expected to complete all the requirements within the first six (6) working days. Questions regarding the listed activities should be directed to the immediate supervisor.
  - b. The supervisor is to conduct on-the-job training with the new employee in all facets of their work. Explanation of specific assignments, review of assignments upon completion, feedback regarding proficiency and accuracy, and instruction in the development of good work habits will be included.

Depending upon the duties of the position, the immediate supervisor may request, through the chain-of-command, permission for the employee to attend other relevant training.

#### VII. SUSPENSION DURING AN EMERGENCY

This procedure may be suspended during an emergency at the sole discretion of the Chairman.

#### VIII. RIGHTS UNDER THIS PROCEDURE

This procedure creates no rights under law.

#### IX. RELEASE OF INFORMATION AND DISTRIBUTION OF PROCEDURE

- A. This procedure does not contain information that impacts the security of Board staff or parolees and may therefore be released to the public.
- B. This procedure is to be distributed to all Board staff.

#### X. CROSS REFERENCES

ACA Standards – **4-APPFS-3A-05, 4-APPFS-3B-06, 4-APPFS-3A-23, 4-APPFS-3A-22-M, 4-APPF-3B-03-M**