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	through 4-ACRS-7B-19, 4-APPFS-3A-05, 4-APPFS-3A-06, 4-APPFS-3A-07, 4-APPFS-3A-08, 4-APPFS-3A-09, 4-APPFS-3A-10, 4-APPFS-3A-11, 4-APPFS-3A-12, 4-APPFS-3A-13, 4-APPFS-3A-14, 4-APPFS-3A-15, 4-APPFS-3A-16, 4-APPFS-3A-17, 4-APPFS-3A-18, 4-APPFS-3A-19, 4-APPFS-3A-20, 4-APPFS-3A-24
Joe M. Allbaugh, Director Oklahoma Department of Corrections	Signature on File

## Employee Development

The Employee Development Unit (EDU) provides employees with training and professional development opportunities to enable them to function in a safe, effective and professional manner. Procedures are developed and implemented for each component of the staff development system to include a definition of the training program, scope, planning, delivery, evaluation, and reporting. (2-CO-1D-02, 4-APPFS-3A-14)

The staff development and training program is planned, coordinated, and supervised by a qualified employee. (4-4073, 4-ACRS-7B-10) All employees will have access to the resources and assistance offered for professional growth and development. (2-CO-1C-14, 4-APPFS-3A-20)

Each facility/district/unit, in conjunction with EDU, will provide and make available the necessary space and equipment for training and staff development programs. (2-CO-1D-01, 4-4080, 4-APPFS-3A-13) Library and reference services are available to complement the training and staff development program. (4-4078, 4-APPFS-3A-24)

### I. Training Schedules

The training manager will ensure that a training schedule is developed annually. Additions or cancellations may occur based on employee enrollment needs or available funds. All scheduled classes will be posted on the EDU webpage prior to the beginning of the classes.

### II. Orientation Training

#### A. Definition

Orientation training is introductory instruction provided at the employee's work location and is designed to acquaint the employee with the physical layout of the work location, and provide an introduction to each work unit/area, with an explanation of the function and specific rules/regulations for that work location. Staff will begin orientation at the worksite within the first month of employment and will complete orientation within 60 days after their entry on duty date (EOD), except for correctional officer cadets who have entered into a cadet academy within their first 60 days of initial employment.

## B. Scope

All new employees are required to complete orientation training at the worksite or designated location prior to independent assignment to a particular job in accordance with "Required Training by Job Category" ([Attachment A](#), attached)." (2-CO-1D-05, 4-4082, 4-ACRS-7B-14, 4-APPFS-3A-05)

1. Probation and parole officers are required to complete the 40 hour basic orientation block of instruction at the worksite within the first eight weeks of employment. (4-APPFS-3A-04)
  - a. Probation and parole officers are required to complete Level of Service Inventory (LSI), /Alcohol (ASUS) Assessment and Evidence Based Practice (EBP) Supervision training and CPR/First Aid training at the worksite or designated location within the first year of employment. These blocks of instruction may be completed before or after the CLEET Basic Academy.
  - b. Probation and parole officers are required to complete the 40 hour firearms orientation block of instruction within the district or designated location prior to attendance at the CLEET Basic Academy.
  - c. The administrator of Probation and Parole or designee will coordinate all orientation training for probation and parole officers, and will ensure training records are entered into the ELM system.
2. Part-time, contract and temporary personnel will receive orientation training as deemed appropriate by the respective appointing authority. (4-4088, 4-ACRS-7B-18)
3. Employees transferring/promoting to a different facility/district/unit will receive orientation training appropriate to their newly assigned work location.

## III. Job Specific Training

### A. Definition

Job specific training consists of an approved training curriculum provided to employees in specific job categories. The training is oriented toward specific learning objectives designed to familiarize the employee with the history, culture, philosophy, structure, operation procedures, and values of the agency.

## B. Scope

Job specific training will be completed within the first year of employment. The hourly requirements may vary in accordance with the specific duties and training needs of the position as reflected in ([Attachment A](#)) entitled "Required Training by Job Category." (2-CO-1D-06, 2-CO-1D-07, 2-CO-1D-08, 4-4082, 4-4083, 4-4084, 4-4084-1 4-4085, 4-4086, 4-4087, 4-ACRS-7B-15, 4-ACRS-7B-16, 4-ACRS-7B-17, 4-ACRS-7B-17-1, 4-APPFS-3A-14, 4-APPFS-3A-16)

### 1. Correctional Officer Cadets

Job specific training for correctional officers is presented in a 240 hour block at a designated regional academy or other site as approved by the chief administrator of Employee Services. The curriculum is both cognitive and skilled-based to ensure correctional officers understand the requirements of safety, care, custody, treatment and security of all inmates within their jurisdiction, as well as the requirements of safety of the public and employees.

### 2. Probation and Parole Officers

All probation and parole officers will complete 80 hours of job-specific training, which is presented at the K. O. Rayburn Training Center in Ada, Oklahoma, or other designated location. Instruction includes evidence-based offender supervision and case management practices as well as Level of Service Inventory (LSI), /Alcohol (ASUS) Assessment and Evidence Based Practice (EBP) Supervision training, and CPR/First Aid training. These blocks of instruction may be completed before or after the CLEET Basic Academy but must be completed within the first year of employment

- a. The administrator of Probation and Parole or designee will coordinate job specific training for all probation and parole officers, and will ensure training records are entered into the ELM system.

### 3. Case Managers

Job specific training for new case managers will be presented at a designated location in a 40 hour-block of instruction as reflected in ([Attachment A](#)) entitled "Required Training by Job Category." EDU staff will be responsible for obtaining the training location and provision of training materials; Classification/Population staff will be responsible for providing instruction or scheduling subject matter experts to provide the required instruction.

- a. Instruction includes appropriate and timely classification of all inmates, providing crisis intervention, work assignments, programmatic activities, managing behavior, developing open communication between staff and inmate, assistance with reentry, and assisting with facility operations and inmate development.
- b. Other functions covered in training consist of documenting and communicating any behavior that would present a risk to the facility, staff, other offenders or the public to ensure appropriate action is taken to safeguard the agency's mission.

4. All Other Job Categories

All other job categories, to include part-time, contract, and temporary personnel will receive job specific training as deemed appropriate by the appointing authority.

5. Reinstatements and Transfers

- a. Correctional officers reinstated within three years of separating from ODOC will not be required to repeat training at the cadet academy; however, all correctional officers reinstated after three years are mandated to attend training at the training academy. The facility CTO will notify the training manager upon reinstatement of a correctional officer.
- b. Employees who are transferred or reinstated to a new job classification within the agency will be required to attend the appropriate job specific training as determined by the training manager. The field CTO will notify the training manager upon transfer of an employee to a new job classification.

C. Correctional Officer Academy Enrollment Process

1. Newly hired, full time correctional officer cadets must successfully pass an NCIC check, physical, and drug testing procedures before they become eligible to enter the training academy. Facility human resources personnel will provide the names of cadets eligible to attend the academy to the training manager/designee. The training manager or designee is responsible for enrolling cadets in the first available, applicable regional academy. Attendance at the academy will be completed during the employee's probationary period. Any correctional officer not successful in completing the required training will be terminated while on probationary status.

2. Exceptions to the above enrollment procedure require advance written approval.
  - a. A request for an exception will be routed in writing from the facility/district/unit head through the appropriate division manager to the chief administrator of Employee Services.
  - b. The exception request will include the affected employee's name, employee ID number, position title, work site, EOD date, the justification for the request for exception, and date the employee will be available to enter training if other than the date of the next available class.
  - c. Copies of the approved exception will be forwarded to the training manager and placed in the employee's training files.
3. The CTO will track completion of training to ensure compliance with this procedure.

D. Lodging and Travel Expenses

1. Lodging will be offered to employees whose work location is such that the employee cannot leave from and return to his/her official duty station at the start or close of the daily work schedule.
2. Agency vehicles will be provided for employees attending job specific training. In the event that an agency vehicle is unavailable at the employee's worksite, and unavailability is verified by the facility/district/unit head, travel will be reimbursed to the designated driver by the facility/district/unit head for the use of a personally owned vehicle (POV) in accordance with [OP-120301](#) entitled "Travel Reimbursement Procedures." Reimbursement will be made for one round trip per week while attending the job specific training class for employees who are provided lodging.
  - a. If more than one employee from a worksite is enrolled in job specific training, all employees will be assigned the use of, or assigned as a passenger in, an available agency vehicle.
  - b. If an agency vehicle is not available, employees may be authorized by their respective appointing authority to use their POVs for travel to and from the training site. When more than one driver is authorized to use a POV for travel to and from job specific training, the facility/district/unit will reimburse each driver. If employees car pool in a POV, only the driver will be reimbursed.

- c. If facility vehicles are available and an employee who wishes to commute to and from job specific training in their own POV will be permitted to do so at his/her own expense.

IV. In-Service Training (4-4083, 4-4084-1, 4-4085, 4-4086, 4-4087, 4-ACRS-7B-15 through 4-ACRS-7B-17-1, 4-APPFS-3A-16, 4-APPFS-3A-17)

A. Definition

In-service training is training that is primarily provided at the local level that encompasses a broad range of training topics designed to meet statutory, accreditation and other agency requirements and to provide advanced specialized development opportunities designed to enhance existing skills, instill new skills/knowledge, and foster continuing professional development.

B. Scope

1. Facility/district/unit heads will ensure that full-time employees attend training as scheduled to meet requirements as specified in ([Attachment A](#)) entitled "Required Training by Job Category." The CTO will provide the facility/district/unit head with updated training reports at least quarterly and will advise the facility/district/unit head of any staff who have failed to attend training as scheduled.
2. All in-service training requirements will be completed by November 1 of each year to allow ample time for data entry, fourth quarter safety training, and to generate reports prior to the end of the year.
3. Employees may complete additional in-service training based on assessed developmental needs and as approved by the employee's supervisor.
4. No more than eight hours of online or CD-ROM training credit will be allowed per day unless the employee's work shift is longer than eight hours.
5. Part-time, contract, and temporary personnel will receive annual in-service training as deemed appropriate by the appointing authority.

V. Council on Law Enforcement Education and Training (CLEET)

All newly hired probation and parole officers and fugitive apprehension agents that have not completed the CLEET Basic Academy are required to complete the 576 hour curriculum provided at the K. O. Rayburn Training Center in Ada, Oklahoma, within the first year of employment.

- A. Enrollment for probation and parole officers into the CLEET Basic Academy will be coordinated through the ODOC/CLEET liaison at the

Employee Development Unit and the administrator of Probation and Parole or designee. Enrollment for fugitive apprehension agents into the CLEET Basic Academy will be coordinated through the ODOC/CLEET liaison at the Employee Development Unit and the Inspector General or his designee.

- B. Probation and parole officers and fugitive apprehension agents who have completed CLEET approved courses may submit a signed attendance roster to the ODOC/CLEET liaison to receive CLEET training credit.

## VI. Supervisory Training

Supervisory training programs will include courses related to the effective performance of an agency manager or supervisor. These courses apply to any supervisor regarding supervisor/manager interaction with subordinate employees and the development of management skills. Training designed to help employees work with clients, offenders or inmates, customers or training of a technically specialized nature does not qualify as supervisory training (e.g., computer training, firearms, CPR, LSI and other offender/probation and parole assessment tools). The training manager will ensure the agency provides supervisory training that is compliant with 74 O.S. § 840-3.1.

### A. Definition

A supervisor is a classified or unclassified employee who has been assigned authority and responsibility for evaluating the performance of other state employees. (Merit Rule 260:25-10-1-2)

### B. Requirements

1. Employees new to supervisory positions will complete at least 24 hours of approved supervisory training, which must include the Performance Management Process (PMP) and progressive discipline, within the first 12 months of assuming a supervisory position. Thereafter, supervisors are required to complete a minimum of 12 hours of supervisory training annually in accordance with 74 O.S. § 840-3.1 and this procedure.
2. All newly appointed probation and parole supervisors and managers will receive 40 hours of supervisory training within the first year of their appointment. Training will cover, at a minimum, supervisory skills, general management, labor law, employee-management relations, relationships with other service agencies, and evidence based practices for effective offender intervention. Thereafter, probation and parole supervisors and managers must complete 40 hours of relevant training annually. (4-APPFS-3A-15)

## VII. Continuing Education

All employees will be encouraged to continue their education and every effort will be made to coordinate continuing educational activities with employees' job assignments. An employee may receive in-service training credit for academic courses that are job related in accordance with the "Training Credit from Outside Sources" form ([Attachment B](#), attached). (2-CO-1D-09, 4-4093, 4-ACRS-7B-19, 4-APPFS-3A-20)

#### VIII. Personal Appearance While Attending Training

- A. Standards for employee personal appearance while attending training, to include cadet academy training, will be in accordance with [OP-110245](#) entitled "Standards for Employee Personal Appearance." Training participants who do not meet the personal appearance standards will be dismissed from training until they meet requirements. The training participant's facility/district/unit head will be contacted, advised of the situation, and requested to provide further instructions to their employee.
- B. Exceptions may be granted by the training manager when specific courses require training participants to perform physical activity that is likely to soil or damage normal clothing. Exceptions are normally permitted for courses including, but are not limited to: firearms, self-defense, and CPR/first aid. Participants will be advised of the special clothing requirements before attending training.

#### IX. Training Accidents/Serious Incident Report

All accidents/serious incidents occurring during agency training will be reported immediately to the class coordinator. A written report will be submitted to the chief administrator of Employee Services, training manager/designee and the training participant's facility/district/unit head by the end of the work day. The training manager will ensure that all recordable injuries are reported in accordance with [OP-110345](#) entitled "Workers' Compensation Insurance and Accommodations for Injured/Impaired Employees," and investigated according to [OP-100401](#) entitled "Safety Awareness and Training."

#### X. Curriculum

##### A. Development (4-APPFS-3A-07)

- 1. Lesson plans provide instructors with a standardized format for presenting instruction and serve as documentation of the information presented. A lesson plan is a written plan that describes the learning objectives, content material, and learning activities to be covered in a specific training session. All training will be conducted in accordance with lesson plans approved by the training manager
- 2. Lesson plans will include the "Lesson Plan Cover Sheet" ([Attachment C](#), attached) detailing information about the course.

3. Lesson plans for classroom instruction will be designed using the Instructional Theory Into Practice (ITIP) model as outlined in the Basic Instructor Development (BID) course. Important points of a lesson plan are to be arranged in the order in which they are to be presented, including: learning objectives, information, activities of the training participants and instructor, and required resources or equipment to be used.
4. Online courses provided on a PowerPoint or similar medium will include a page for course information, including the course title, author, approval date, references and copyright permission, if applicable.

B. Lesson Plan Approval Process

1. Lesson plans developed by agency staff members will be submitted via email or other digital media to the correctional training officer (CTO) assigned to the facility/district/unit. The CTO will forward curriculum to the curriculum development specialist (CDS) for review.
2. Training curriculum for correctional cadet academies will be designed by academy training specialists. The training specialists will review the course content on an annual basis to ensure accuracy and compliance with federal and state statute, regulatory requirements, agency policies, and best practices. The reviewed curriculum will be submitted to the Curriculum Development Specialist (CDS).
3. The CDS will review curriculum format and content for compliance with adult learning principles, curriculum standards, and current agency policy. The CDS will obtain lesson plan course codes from the agency ELM coordinator as needed and forward curriculum to the training manager for approval.
4. The training manager will approve all training curriculum.
5. Training curriculum will receive prior approval from the training manager, to include issuance of a course code, prior to the scheduled training session.

C. Annual Review

1. All active lesson plans will be reviewed annually by facility CTO IIs and/or employee development staff. Where indicated, revisions will be referred to the lesson plan author or designated subject matter expert to ensure compliance with federal and state statute, agency policies, regulatory requirements, and best practices. Revised

lesson plans will be submitted to the CDS for review. The CDS will submit all reviewed lesson plans to the training manager for final approval. The training manager will approve all lesson plans within 10 business days or return them to the CDS for additional action.

2. The training manager will ensure that lesson plans requiring review by executive staff, Office of the General Counsel, Office of Inspector General, Central Human Resources unit, or other appropriate subject matter experts prior to implementation are submitted for such review. The author of the lesson plan will be notified of any required modifications.
3. The Enterprise Learning Management (ELM) coordinator will initially assign each approved lesson plan an ELM course code and training credit hours. A copy of the lesson plan will be maintained on file by the training manager or designee.

XI. Agency Trainers (2-CO-1D-01, 4-4073-, 4-4074, 4-ACRS-7B-10, 4-ACRS-7B-12, 4-APPFS-3A-08)

Employees conducting training will be qualified and authorized as follows:

A. Correctional Training Officer (CTO)

A correctional training officer (CTO) is defined as any qualified employee performing full-time training responsibilities at an assigned facility/district/region or administrative location. All correctional training officers must complete 40 hour course "Basic Instructor Development" (BID) or other recognized "training for trainers" course, and the 40 hour course "Training Design and Development" to be a certified trainer. CTOs will coordinate the training program at their assigned facility/district/region/administrative location.

1. The CTO will ensure staff development and training programs are planned, coordinated and reviewed annually, including results of the annual written assessment that identifies current job-related needs and recommendations from the training advisory committee (TAC). (4-4073, 4-4075, 4-ACRS-7B-11, 4-APPFS-3A-19)
2. The CTO will serve as chairperson of the Training Advisory Council (TAC) which will include representatives from other facility/district/unit departments as designated by the facility/district/unit head. The CTO will facilitate the activities of the TAC, and conduct quarterly council meetings to review progress on training goals, resolve problems, and assist with development of the annual training plan. The committee will discuss suggestions for

the training program and other quality improvement activities, such as staff surveys, needs assessments, and evaluation results. (4-4076) The CTO will forward written minutes of the meeting to the facility/district/unit head and designated training supervisor for review within 30 days of the meeting date. (4-4076)

3. The CTO will develop training plans for the assigned facility/district, which will be reviewed by the facility/district/unit head and approved by the training manager annually. All plans will include mandatory requirements, as outlined in ([Attachment A](#)) entitled "Required Training by Job Category" and any additional elective courses. (2-CO-1D-02, 4-4075, 4-ACRS-7B-11, 4-APPFS-3A-12)
4. The CTO will ensure employee training records are entered into the Enterprise Learning Management (ELM) system within 30 working days after completion of the training.

B. Specialized Instructors

The agency recognizes two types of specialized instructors:

1. A "certified subject matter instructor" is defined as any employee who is certified to teach a specialized course such as firearms, CPR, or self-defense. Each employee must provide the CTO with a current copy of his/her certification in the specific area of instruction.
2. A "subject matter expert instructor" is defined as any employee who does not meet the definition of a "trainer," and who may or may not have completed the Basic Instructor Development or Training Design and Development courses, but is recognized within the agency as a subject matter expert in the specific area of instruction.

XII. Training Credits

A. Agency Training Credits

Credit for training will be awarded upon successful completion of the course. To demonstrate successful completion, the instructor may administer a test or other evaluation tool to measure participant performance.

B. Agency Instructor Credits

Trainers/instructors will receive training credit for courses they instruct for agency employees. The instructor will be given credit only once during the calendar year for any given course and must sign the roster.

C. Non-Agency Credits (2-CO-1D-04, 4-4079, 4-ACRS-7B-13)

Training resources of other public and private agencies may be utilized as available and appropriate. Credit for training attended outside ODOC may be approved in accordance with the "Training Credit from Outside Sources" form ([Attachment B](#)). Instructors providing training to non-agency employees will not receive training credit for instructing the course.

### XIII. Record Keeping

#### A. Training File

The agency will establish and maintain one training file for each active employee at each facility/district/unit or office corresponding with the employee's permanent work location. A designated training staff member at each location will be responsible for maintaining required training documentation.

##### 1. Access

Training files will be stored in lockable file cabinets in locations inaccessible to inmates. Access to training file cabinet keys will be limited to the facility/district/unit head, the assigned CTO, and respective training supervisor.

##### 2. Organization

The employee training file will be assembled in a six part folder with the employee's name placed on the folder tab. Documentation will be organized as follows:

a. Section I – In-Service Transcripts

b. Section II – Orientation training materials

c. Section III – Specialized training materials

d. Section IV – Acknowledgements and signed documents of understanding, including PREA acknowledgements and other PREA documentation.

e. Section V – Testing

f. Section VI – Other Certificates of completion

3. Classroom rosters, rosters for on-line self-paced training, and copies of PREA documentation may be maintained in a separate three-ring binder.

4. Employee Transfer

When an employee transfers to a different work location, the CTO will bring the training file to the next quarterly training meeting to hand deliver the training file to the appropriate CTO. A record of the transfer will be maintained in the employee training file log.

B. Specialized Training Records

Upon completion of specialized training, each participant will receive a certificate of completion from the assigned class coordinator. A copy will be maintained in section III of the employee training file.

C. In-Service Training Records

During or upon completion of a training session, the instructor will ensure an "Attendance Roster" ([Attachment D](#), attached) is made available to each employee attending the session. At no time will an employee or trainer sign or initial the roster for another employee. Actual dates of the training will be recorded on the rosters and in the PeopleSoft/ELM system.

D. Inactive Training Files

Following an employee's separation from employment from the agency, the employee's training file will be retained at the facility for five years after date of last employment, after which time it will be destroyed in accordance with [OP-020202](#) entitled, "Management of Office Records." If legal action is pending, the file will be maintained until two years after exhaustion of all legal remedies, after which time it will be destroyed in accordance with [OP-020202](#).

XIV. Program Review/Evaluation (2-CO-1D-03, 4-4073, 4-4075, 4-4077, 4-ACRS-7B-11, 4-ACRS-7B-12, 4-APPFS-3A-06, 4-APPFS-3A-07, 4-APPFS-3A-09, 4-APPFS-3A-10, 4-APPFS-3A-11, 4-APPFS-3A-12, 4-APPFS-3A-19)

The training manager will ensure agency training programs and cadet academy curriculum are evaluated annually to determine whether the job related needs of employees and the agency have been met. Evaluation instruments and methods will be designed to assess the participant's satisfaction, concept/skill acquisition, transfer of learning, and contribution to the agency's mission.

A. Review

Training evaluation instruments and other data will be collected throughout the year and reviewed annually to identify areas of training needed. Curriculum will be developed or revised to address identified needs.

B. Needs Assessment

1. Facility/district/unit heads will ensure the training curriculum for their

respective facility/district/unit is planned, reviewed and evaluated at least annually. As part of the formal evaluation of the training program, an annual assessment will be conducted by the CTO to identify the status and effectiveness of the training program. CTOs will use need assessments and course evaluation data to develop or revise components of the program. CTOs will submit a copy of their facility/district/regional annual need assessment to the training manager by November 30<sup>th</sup> of each year.

2. The training manager will submit an annual review of the agency's training program to the chief administrator of Employee Services by January 31<sup>st</sup> of the following year. The review will summarize the type and amount of training provided during the previous year, needs identified for the coming year and plans for addressing them.

#### XV. Meetings

The training manager will be responsible for conducting quarterly meetings with all EDU staff. Minutes of the meeting will be maintained, distributed to all attendees, and submitted to the training manager and chief administrator of Employee Services within 30 days of the conclusion of the meeting.

#### XVI. References

Policy Statement No. P-100100 entitled "Training and Staff Development Standards"

OP-020202 entitled "Management of Office Records"

OP-100401 entitled "Safety Awareness and Training"

OP-110245 entitled "Standards for Employee Personal Appearance"

OP-110345 entitled "Workers' Compensation Insurance and Accommodations for Injured/Impaired Employees"

OP-120301 entitled "Travel Reimbursement Procedures"

57 O.S. § 510

74 O.S. § 840.3.1

Merit Rule 260:25-10-1-2

#### XVII. Action

The chief administrator of Employee Services is responsible for compliance with this procedure.

The training manager is responsible for the annual review and revisions.

Any exceptions to this procedure will require prior written approval from the director.

This procedure is effective as indicated.

Replaced: Operations Memorandum No. OP-100101 entitled "Training and Staff Development" dated January 30, 2015

Distribution: Policy and Operations Manual  
Agency Website

<u>Attachments</u>	<u>Title</u>	<u>Location</u>
<a href="#">Attachment A</a>	“Required Training by Job Category”	Attached
<a href="#">Attachment B</a>	“Training Credit from Outside Sources”	Attached
<a href="#">Attachment C</a>	“Lesson Plan Cover Sheet”	Attached
<a href="#">Attachment D</a>	“Attendance Roster”	Attached