Staff Safety

2018 Annual Report to the Legislature

As required by RCW 72.09.680

December 2018

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This report is the eighth annual report to the Legislature as directed by Engrossed Senate Bill 5907 (2011) and contains information on employee safety concerns and mitigation strategies completed by the Department of Corrections.

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Staff Safety

2018 Annual Report to the Legislature

Foreword

"It is the intent of the legislature to promote safe state correctional facilities. Following the tragic murder of Officer Jayme Biendl, the Governor and Department of Corrections requested the National Institute of Corrections to review safety procedures at the Monroe Reformatory. While the report found that Monroe Reformatory is a safe institution, it recommends changes that would enhance safety.

The legislature recognized that operating safe institutions requires ongoing efforts to address areas where improvements can be made to enhance the safety of state correctional facilities. This act addresses ways to increase safety at state correctional facilities and implements changes recommended in the report of the National Institute of Corrections."

Legislative Declaration, RCW 72.09.680 [2011 c 252 §1]

Executive Summary

Background

Following the murder of Officer Jayme Biendl in 2011, the National Institute of Corrections (NIC) was asked to review systems, policies, and procedures and submit recommendations to mitigate safety and security vulnerabilities at the Washington State Reformatory (a unit of the Monroe Correctional Complex).

The NIC findings and recommendations led to the introduction of Engrossed Senate Bill 5907 (ESB 5907), at the request of Governor Gregoire, with the intent to promote safer prisons. ESB 5907 was signed into law (RCW 72.09) on May 5, 2011.

Report Overview

The Department of Corrections (DOC) promotes a culture that inspires personal responsibility for employee safety and facility security, both foundational elements of a public safety mission. In addition, the Department encourages all staff to take the initiative in actively addressing security and safety concerns and deficiencies as well as continual monitoring for safety and security improvements in all work areas, practices, procedures, policies and physical plant layout.

In this eighth annual report to the Legislature, the Department communicates the implementation status of legislative mandates to incorporate the recommendations made and its dedication to the safety of all employees, incarcerated individuals, and members of the public.

Commitment to Safety

All citizens expect to be safe and protected in their communities, and Governor Inslee has made this a priority as recognized in Results Washington Goal 4: *Healthy and Safe Communities*. The Department's paramount duty is to improve public safety and one key goal is to enhance safer operations. The Department through Results DOC, measures improvements related to safer operations with outcome-based measures that include employee safety, safety of individuals under the Department's jurisdiction, providing basic needs, ensuring safe environments, and managing emergencies. The Department promotes a culture of employee safety and facility security and remains deeply committed to, and actively engaged in, improving employee, individual, and community safety.

Mac Pevey, Assistant Secretary for Community Corrections, offers, *"Staff safety is at the very core of what we do and how we best accomplish our mission. To continue moving forward with the work of improving public safety, we must have safe and secure institutions and field offices in order to effectively transition and reenter individuals into our communities. The annual Staff Safety Report reaffirms the commitment of the Department of Corrections and our employees to continuously strive to establish, maintain, and/or improve the safety of our staff in often unpredictable, dynamic, and dangerous environments in which they work. Staff safety has evolved from conversation and concepts to signification actions and enhancements. Department employees have dedicated themselves to advance safety and security initiatives for themselves, for each other, and the communities they serve. Staff safety has become imperative in everything we do."*

Prison Safety

Security Advisory Committees

The Security Advisory Committees are comprised of local and statewide committees that support and encourage employee to take the initiative in identifying and reporting employee safety concerns and facility security gaps as well as furnish an avenue to address them.

DOC employees continue to suggest innovative solutions to everyday challenges and actively engage in the process to increase their own safety as well as the safety of others. The success of this approach can be attributed to the support received from all levels of the Department. By incorporating multidisciplinary employee from all classifications, the submittals are broad and diverse, the work is progressive and impactful, and the resolutions highly successful. **Table 1** provides a summary of the suggestions submitted to date.

Table 1. Security Concerns & Suggestions *

Year	Total Received	Completed at Local Level	Referred Statewide	Completed Statewide
2011	548	266	33	19
2012	714	619	14	18
2013	755	764	10	15
2014	501	498	12	9
2015	397	390	10	10
2016	455	357	39	15
2017	383	258	16	21
2018 **	275	321	18	23
Total	**4,028**	**3,473**	**152**	**130**

* Due to a change in counting rules, numerical values by year may not match prior reports.

** As of October 2018

Local Security Advisory Committees

Local Security Advisory Committees are active in all 12 prisons and meet regularly. These committees are chaired by the senior custody employee (Captains or Lieutenants) and include employees from a variety of disciplines who review and discuss security concerns and suggestions that have been submitted locally.

When a local security suggestion is submitted by an employee to the facility's Security Specialist, the suggestion is then queued for review by the Local Security Advisory Committee. Using a facility-wide, multidisciplinary approach, local committees examine each suggestion for employee safety and security benefits if the suggestion was to be implemented, while also considering any unintended consequences on other areas of the facility or the possibility of statewide impacts.

Examples of submissions of local safety and security concerns at individual prisons that resulted in subsequent changes in practices in 2018 are summarized below:

- Flex Cuffs for Medical Procedures - At the Washington State Penitentiary, an incarcerated individual with a history of employee assaults was able to assault an employee with a weapon after he had been unrestrained for an x-ray. Based on employee input, it is now the practice to use flexible plastic restraints during x-rays for individuals on intensive management status.
- Kitchen Knives - A security concern was received from the Washington Corrections Center for Women noting the kitchen knives in the minimum security and main kitchens could be easily detached from security cables and locks. Working with facility maintenance, this security concern was resolved on the same day by upgrading the tether to a more robust design.
- Alpine Building Security Issues - At the Cedar Creek Corrections Center, gaps in security coverage of the Alpine Building made it difficult to detect security issues such as possible contraband introduction during operation of programs. This area was also identified as an area for potential violent acts to occur and go undetected. Collaborating with employees, local leadership moved the location of the programs to provide better security oversight.

Each local committee's work has proven to be extremely effective. This forum for reviewing employee initiated security suggestions emphasizes the strong local commitment to safety and security through the exchange of ideas, involvement of all employee and program areas, and facilitates a greater understanding of how all employees contribute to safer operations of the facility and public safety overall.

Statewide Security Advisory Committee

In some cases, a Local Security Advisory Committee determines a security suggestion may have statewide impact, requires a change to Department policy, or the costs to implement the suggestion are beyond facility budget capacity. In these circumstances, the suggestion is forwarded to the Statewide Security Advisory Committee for review and consideration.

As required by RCW 72.09.680, the Statewide Security Advisory Committee meets quarterly to evaluate safety and security concerns and suggestions forwarded from local committees that may affect Department policy or require legislative approval and funding. Committee work includes evaluating suggestions, making recommendations, and taking action on safety and security concerns affecting statewide policies and practices. In addition, the Statewide Security Advisory Committee assists in the development of safety curriculum presented to employee as part of Annual In-Service training for the Prisons Division.

Examples of statewide safety and security concerns that resulted in statewide safety and security improvements in 2018 are summarized below:

- NARCAN - NARCAN kits (an emergency injection to counteract opioid overdose) were distributed to multiple locations within each facility. Since implementation in Prisons, NARCAN has been successfully used to save the lives of incarcerated individuals on multiple occasions.
- Consistent Vendors - Prior to this suggestion, property of incarcerated individuals was being sourced from multiple vendors, making it difficult to screen contraband and created confusion among employees as to what was authorized for retention. To mitigate this concern, the Department

coordinated with Correctional Industries to provide a single authorized vendor for property, which has increased safety and security.

- Internal Audit - Due to confusion between standards set by the Department's internal auditors and policy authors that sometimes arises, an employee recommended that specific time be set aside to clarify audit standards and the policy intent. This change has set the framework for more efficient audits and has helped increase standardization across the Department.

The examples above represent the complex work involved in evaluating and reviewing suggestions submitted for statewide consideration. Members of the Statewide Security Advisory Committee review each suggestion in detail, ask for additional information, or require a follow-up review with the appropriate local committee members or labor representatives before making a final recommendation.

This multidisciplinary process ensures each security suggestion, as in the case of the examples noted for 2018, that multiple employees and program areas have reviewed and agreed to support the suggestion. By the time a security suggestion is implemented, abundant sources of information have been consulted, numerous details have been worked out, and any potential negative impacts have been mitigated.

Staff Safety Performance Audit

In March of 2016, the Washington State Auditor's Office concluded a Performance Audit on Prisons Safety and Security that assessed whether the Department could do more to ensure the safety and security of employees and facilities. The State Auditor's Office published a final report which is available for public review.

After receiving the final report, the Department began taking action to review each recommendation and formulate an Improvement Plan (Appendix A) to address each of 13 areas identified for improvement. Many of the recommendations involve simply correcting gaps in policies and/or procedures and the majority of those either have been addressed or are in the final stages of completion. However, two of the recommendations (additional radios for non-custody employees and public access staffing) require legislative funding to implement as recommended.

Staffing Model Review

One of the recommendations in the State Auditor's report was the Department's staffing model was out of date and should be revised to include, among other things, the additional duties and tasks required of employees to increase staff safety and facility security. The Department received $400,000 of the general fund state appropriation for Fiscal Year 2019 to contract with an independent vendor to provide a comprehensive review of the prison staffing model and develop an updated prison staffing model for use by the Department. A vendor was selected and a contract issued in September 2018. As of October 2018, the staffing model review is currently underway and a preliminary report is due in February 2019.

Employee Searches

One of the recommendations in the State Auditor's report was to implement employee searches upon entering the secure perimeter of a prison (public access point). Implementing this suggestion involved lengthy discussions between Department Senior Leadership, bargaining unit representatives, and the Attorney

General's Office. Once stakeholders had reached consensus on policy and procedures, the Department began conducting employee searches upon entry into the secure perimeter at major prison facilities, as staffing allows, in December 2016. In addition, 100% of all hand carried items are now searched before entry and a standardized authorized items list was published. The new policy will be effective early in 2019.

Data Driven Decisions

In keeping with LEAN principles and industry best practices, the Department has developed a security information dashboard. Contraband, assaults, fights, recounts, staff assaults, and use of force were determined to be the initial key metrics. By examining trends and comparing locations, the Department can be responsive to best practices and emerging issues sooner. By sharing this information with a broader group of leaders and managers, management informed decision-making is improved throughout the Department.

Place Safety Muster Update

Place Safety Musters are dedicated time (approximately one hour) set aside on a monthly basis for managers and staff to discuss safety and security issues relevant to that multidisciplinary team in that specific place with the goal to collect and act on feedback received. To ensure that leaders get the best feedback possible from line staff members, the facilitator guides for the Place Safety Muster Program have been streamlined and tripled the amount of conversation starters that are available to staff. .

Prisons Division Training

Prison Safety Series Curriculum

The Department promotes a culture that encourages personal responsibility for safety and security in prisons and has invested in extensive employee training programs. The Department is charged with developing training curriculum regarding employee safety issues at the Department's total confinement correctional facilities. The content, discussions, and activities delivered through annual in-service training target strategies for improving personal safety, the safety of others, and the safety and security of the work place as required by RCW 72.09.684. At a minimum, the training is expected to address the following issues: security routines, physical plant layout, individual movement and program area coverage, and situational awareness and de-escalation techniques.

Following up on the previous year's curriculum which looked at *Understanding and Mitigating Security Lapses*, the current year's course includes reviewing applicable Department policies and having employees discuss the importance of identifying, addressing, and reporting security issues when conducting security inspections. Employees discuss the entry and distribution of contraband within the facility and how to mitigate the threats. This focus allows employees to recognize their role and responsibilities when identifying and responding to these occurrences. Additionally, employees participate in an activity in which they review their roles and responsibilities in crime scene maintenance and preservation.

Lesson Objectives:

- As part of a scenario, employees will explain how to mitigate the entry of contraband into facilities as required by Department policy.
- Employees will identify why it is important to perform security inspections and support their reasoning using Department policies and procedures.
- Using Department policies, employees will demonstrate the process for identifying, securing, and preserving a crime scene through a classroom activity.

The Department considers the input of both the Statewide Security Advisory Committee and the Local Security Advisory Committee in developing annual in-service staff safety curriculum. The curriculum for this series was developed by a multidisciplinary team, reviewed by the Statewide Security Advisory Committee, and is being delivered to all Prison Division employees per the Fiscal Year 2019 Annual Agency Training Plan (Appendix B).

Electronic Security Technology

Full Body Scanners

The Department was funded for one full-body scanner to be piloted at the Washington Corrections Center for Women to determine whether this is a viable alternative to conducting strip-searches. The scanner has been purchased and while waiting for delivery, area modifications are being made to facilitate installation. The full-body scanner is scheduled to be operational by the end of 2018. The Department anticipates the use of this scanner will not only reduce the amount of contraband introduced into the facility, it will also decrease the volume of strip searches required during daily operations.

Employee Accountability System

The Security Management Unit is currently leading the effort to create a standardized, electronic system to account for all persons within the secure perimeter of all facilities. The *Facility Access and Control Tracking system (FACT)* collects, manages, and tracks data regarding all employees, facility visitors, volunteers and contract employees who enter and exit facilities. This system is able to account for persons within the secure perimeter of a facility in real time by reading a bar code embedded onto the identification card. The *FACT* system improves accuracy and significantly reduces the amount of time it takes to conduct accountability procedures.

The *FACT* system went live at Stafford Creek Corrections Center (SCCC) in October 2017 as a pilot. Following the conclusion of the pilot in June 2018, stakeholders were confident that the FACT system will meet accountability needs on an enterprise level. Currently, the FACT system is scheduled to be presented to Department leadership for consideration of implementation department-wide. If approved by leadership, DOC will need to request funding to implement state-wide.

Radio Communications

The following are steps the Department is taking to increase efficiencies with radio communications:

- Continuing to secure Mutual Aid Agreements (MAA) with law enforcement jurisdictions to support the communications needs of the Department and increase employee and public safety when working in the community.
- Purchased and installed replacement communications tower at Larch Corrections Center.
- Continuing to acquire and deploy radio equipment as funding allotments permit.

Security Electronic Networks

The following are steps the Department is taking to increase staff safety and facility security through Security Electronic Networks:

- On-going proposal review to secure global maintenance agreement for service providers to support security electronic networks.
- Managing the numerous security electronic network projects in various stages of completion. From the expansion of video camera systems, to door and video control integration and replacements, to reviewing and identifying critical systems for upgrade prioritization, the enhancements being made to the security electronic networks have a direct impact on increasing employee safety and facility security.
    - Five prisons are currently operational, with expansion occurring to add cameras to enhance and improve video coverage.
    - Two prisons are presently in review to upgrade and install security electronics network infrastructure which will support camera installation.
    - Two prisons are presently in final contract review for security electronics network door control upgrades.
    - In addition to prisons, three Work Release facilities have been upgraded with camera systems that work in conjunction with security electronic network systems.

Community Corrections Safety

The Community Corrections Division (CCD) continues to update policies and procedures aligned with the CCD evidence based supervision model. The ongoing review and implementation of changes is done with a focus on employee safety and office security while maintaining accountability of those individuals supervised in the community.

Community Corrections Security Advisory Committee

The Statewide Community Corrections Security Advisory Committee continues to meet quarterly to evaluate safety and security concerns and suggestions that may affect department policy, budget, and workload. The committee is co-chaired by a CCD Program Administrator and a DOC staff representative of the Washington Federation of State Employees. The committee membership is comprised of the CCD Security Specialist and employees from around the state and a variety of job classifications. The committee recently amended the bylaws to extend committee membership from two to three years. This will assist in the elimination of constant turnover of committee members. The charge of the committee is to review and develop recommendations, propose solutions, and evaluate best practices related to employee safety and office security within CCD.

Additionally, the Community Corrections Security Advisory Committee assists in the development of employee safety and office/operational security curriculum presented to employee as part of the annual in-service training for the Community Corrections Division.

Examples of 2018 statewide community corrections safety and security initiatives/concerns that resulted in improvements are summarized below:

- Violator Transports - CCD has a number of transport vans to facilitate movement of violators to holding facilities. This past year the majority of the transport vans were equipped with audio/video monitoring equipment capable of recording. This provides enhanced safety for both employees and those individuals in custody.
- Vehicle Kits - 300 emergency bags for vehicles were purchased and distributed to meet policy expectations and enhance employee safety while operating a state vehicle. Each emergency bag contains those emergency items needed per the Department's vehicle use policy (i.e., fire extinguisher, road triangles, first aid kit) as well as additional items that provide for employee safety as needed (i.e., emergency blanket, water, flashlight).
- Restraint Bags - 100 restraint bags were purchased and distributed to field offices. The bags include wrist, waist, ankle, and zip tie restraints as well as cutters and spit hoods.
- Trauma Kits - Field Trauma kits were purchased and distributed to field employee for personal carry.
- NARCAN - All CCD employee have been trained in the use of NARCAN and approximately 1,600 doses have been distributed to field employees. To date, there have been three supervised individuals saved due to the administration of NARCAN by DOC staff.
- House Bill 2611 – In 2018, the "Peer Support Counselor" bill supported by both the Department and Washington Federation of State Employees passed. This bill extends protections to limited law enforcement agencies regarding privileged communication. CCD has trained a number of peer support counselors and currently has a workgroup looking at further recruitment and training.
- Pre-Employment Screening - CCD is moving toward pre-employment psychological and drug screening. This will provide CCD with the ability to make informed decisions in the hiring process and enhance the safety of employees. The implementation is contingent on funding of additional Department psychologist FTEs.

Community Corrections Division Training

Training in community corrections continues with an emphasis on skill enhancement which increases positive engagement with supervised individuals. The ability to engage individuals, and how to intervene in high-risk behaviors, promotes both employee and community safety.

A number of courses have been developed for delivery to employees in annual in-service training. These include:

- Arrest, Planning, Implementation II (API II)
- Evidence Training – custodian duties, handling, preservation, storage, labeling, etc.
- Drug Identification

- Firearms Identification – how to disarm, secure, transport, and disposal
- Use of NIK (drug) testing kits
- Use of Force Report and Incident Report writing
- Updated transport training

See Appendix C (Fiscal Year 2019 Annual In-Service Training Plan) for complete training plan for CCD employees.

Appendix A

SAO Performance Audit Improvement Plan

Washington State Department of Corrections
2018 Annual Report on Staff Safety to the Legislature

Washington State Department of Corrections

Staff Safety Performance Audit (SAO)

Improvement Plan

Clarify staff accountability procedures	
SAO Reported Noted: *Although staff identified the new accountability procedures (such as sign-in/ sign-out, two-to-open/two-to-clo accountability drills) as among the most effective initiatives, our experts think they could be improved.*	
	Re Cor
Improvement Plan: o Request legislative funding to expand the proximity card accountability system. o This item will not be advanced if FACT (Facility Access Control Tracking) pilot is successful and deployed as an enterprise solution. o Developing an IT solution to enhance prisons staff accountability processes in the event of an emergency. The business requirements phase has been complete. Once the DOC system is operational, it is scheduled for a pilot at SCCC. o The FACT pilot was successful and is the Statewide Security Advisory Committee's (SSAC) preferred staff accountability solution. This is distinct from a proximity card system, but performed much better during the pilot than proximity cards did. o A cost analysis was developed by IT was presented to Assistant Secretary of Prisons and is scheduled to go before the Executive Strategy Team (EST) in November 2018. o Each facility has a staff accountability system and can account for staff in the event of an emergency.	July

Requirements for non-custody staff to carry radios and equipment	
SAO Reported Noted: *While Department policy requires custody staff to carry radios while on duty, it is unclear whether non-custo or be required to carry radios or other emergency communication equipment.*	
	Re Co

Improvement Plan: o Conducted a cost analysis for providing radios and duress alarms to all non-custody staff at each prison ($4 million). Requires legislative funding to implement. o Legislative funding was not received for 2017-2019. o Clarifying policy requirements for non-custody staff that supervise offenders to carry a radio. Current policy states who is required to be provided a radio, however, many non-custody staff chose not to carry it. o 8/2016 – Pending having enough radios available to issue, some facilities are purchasing small amounts of radios as funding permits however, this method will take years. o Create a policy expectation for testing duress alarms. o Duress alarms and staff accountability drills are tested monthly. o Evaluated the feasibility of deploying pepper spray to non-custody staff. Purchased additional equipment, developing training, and implementation later this year. o Completed – Oleoresin Capsicum spray is available to Classification, Food Services, and Recreation staff on a voluntary basis.	Augus

Security specialist position expectations need clarification

SAO Reported Noted:

However, our experts observed some issues, including [security] specialists…performing duties that were ou

	Re Co

Improvement Plan: o Convened a stakeholder group to clarify the roles of the security specialists. ○ Updated the position description to ensure clarity and standardization. o Discussed and clarified the security specialist with security specialists, captains, superintendents, and prisons leadership. ○ Updated the security suggestion database to provide an automatic notification to the submitter when any updates occur. o Directed security specialists to provide face-to-face to submitters at least once per month. o Before the report published, DOC had already implemented a bi-weekly teleconference and quarterly meeting for security specialists to share best practices and lessons learned.	Sept 20

Place safety musters could be better utilized

SAO Reported Noted:

Improvement Plan:

However, in alignment with staff feedback, our experts found opportunities to improve how the place safety m

	Re Cor
○ Identified a group of stakeholders that are tasked with updating place safety musters including renewing facilitator training and developing training aids ○ Included a discussion on place safety musters in FY17 annual in-service training. ○ Piloting a new place safety muster concept at AHCC. The pilot is being reviewed for inclusion in the updated policy. ○ Clarifying, through policy and practice, the intent of place safety musters is to provide a forum for work area staff to address safety and security concerns and should not be a facilitated using a top-down approach. ○ Actions Taken: ✓ Training and Development Unit (TDU) agreed to include Place Safety Facilitator training in Supervision and Leadership. The Security Management Unit will inform curriculum development. ✓ TDU has agreed to develop an on-line version was to be created for facility enrollment. ✓ PSM 2.0 materials uploaded and made available to ALL prisons staff. These updated materials include historical documents, place safety muster facilitation guides, and topics in the event line staff have no topics to share.	Octob

Local security advisory committees

SAO Reported Noted:

	Re Cor

Similarly, the experts observed that while the local security advisory committee meetings were well-attended, and included a broad group of individuals from multiple disciplines as the policy intended, the approaches to managing the security suggestion process varied by facility

Improvement Plan: Updated the security suggestion database to provide an automatic notification to the submitter when updates occur. Directed security specialists to provide face-to-face to submitters at least once per month. The security suggestion process is electronically maintained and regularly reviewed for accuracy, follow-up, and action. ○ The primary gap in local committee work was submitter follow-up and suggestion status which has been addressed. Conducted a review of the prisons' safety and security advisory meetings to determine needed improvements in the communication process. ○ Increased internal communications related to staff safety topics including timely security alerts and a monthly security message.	Octob

Staff search policy is absent, and practices are inconsistent

SAO Reported Noted:

Even though the Department states all employees are subject to being searched upon entering a facility, the not mandate that staff be searched as they enter the facilities.

	Re Cor
Improvement Plan: ○ As noted in the report, several facilities routinely conduct random staff searches and have implemented local procedures. ○ Developed policies and procedures to increase random searches of staff and all persons entering a facility ○ Anticipate the policy publishing December of 2018. ○ Developed a standardized list of allowable items. ○ Working cooperatively with the statewide family council to increase visitor searches. ○ Visitor Search process in development, anticipated this work will be re-visited in 2019.	Dec 2

Cell searches are too infrequent and inconsistent across facilities

SAO Reported Noted:

The Department has not established a policy for cell searches at each of the custody levels, resulting in incon between and within facilities.

	Re Cor

Improvement Plan: o Conducted a review of the policy requirements for the frequency of cell/area searches and gained stakeholder input. o Complete - policy reviewed, cell searches of min, med and close cells will occur every 60 days, max cells remain the same (at least once every 7 days). o Piloting an electronic system at AHCC that tracks cell and facility searches and provides visual progress reports. o Pilot is ongoing and is successful, considering requirements and support to expand to all facilities. o Reviewed and discussed cell search frequency with security specialists, captains, superintendents, and prisons leadership. o Revised policy to require a consistent, standardized frequency for cell searches (every 60 days in general population housing). o Anticipate policy will publish November 2018.	July

Staffing model has not been updated

SAO Reported Noted:

The staffing model the Department uses is dated and inadequate for determining proper staffing needs.

	Re Con
Improvement Plan: o Submit a budget proposal to fund a staffing/workload audit. o Funding was received in 2018. o The consultants began their work November 1, 2018.	Septe 20

Control center access policy is inadequate

SAO Reported Noted:

Our experts noted current Department policies for managing facility control centers do not adequately state w them and for what purpose

	Re Con
Improvement Plan: o Although post orders and facility operational procedures address control center access, DOC will establish a policy governing control center access. • Anticipate policy publishing December 2018.	Augu

Visibility is poor in some areas

SAO Reported Noted:

Almost every facility has one or more blind spots or areas of poor visibility where staff are unable to see and p
breaking or other harmful situations

	Re Cor
Improvement Plan: o To increase visibility and accountability, DOC has been adding additional camera equipment based on recommendations from a legislative mandated camera assessment. o Received over $30 million by the legislature for this effort. o Currently several camera projects are underway, some in the installation phase and others in planning. o In conjunction with the camera study, federal PREA requirements also direct the suggested placement of cameras and mirrors. o Conducting a review of the need to establish policy language to clarify suggested/required camera placement. o State Interoperability Executive Committee approved the purchase and licensing for an additional radio frequency at Monroe Correctional Complex. o Camera Projects are completed at the Washington Corrections Center and the Washington Corrections Center for Women. o The camera counts have been increased at Stafford Creek Corrections Center and Larch Corrections Center. o Currently working on an infrastructure replacement at Monroe Correctional Complex.	Sept 2

Monitoring and auditing activities could be more focused

SAO Reported Noted:

To further improve the evaluation of the effectiveness of the staff safety initiatives, the Department could better
and reviews on relevant safety related policies and procedures

	Review
Improvement Plan: o As noted in the report, DOC has already taken action to increase the coordination of internal audits and reviews. o Implemented an electronic corrective action plan database to continually track and report progress in addressing identified corrective actions. o Developing additional staff safety specific audit tools, to focus on routine assessment of the ongoing implementation of safety initiatives. The implementation of these new audit tools will be timed after implementation activities are complete. o Key performance indicators have been identified and a Security Management Dashboard has been developed for use by key decision makers.	Jul

Policies surrounding offender movement need improvement

SAO Reported Noted:

Better policies and procedures could help ensure all offenders, including those who are given permission to b not originally expected, are accounted for during movement periods.

	Review
Improvement Plan: o Observing the AHCC incarcerated individual tracker to determine best practices, barriers, etc. o Policy will be revised to close noted gaps and inconsistencies. o Weekly full day working meetings scheduled with the Policy Office and the Chief of Security Operations to review, revise, update and publish security specific policies.	Septer

Specific performance goals and measures

SAO Reported Noted:

Enhance the Department's current approach to assessing the effectiveness of the staff safety initiatives and I implemented at facilities to provide additional opportunities for continual improvement.

	Review
Improvement Plan: o Several performance measures specific to staff safety are monitored through Results DOC in alignment with Results Washington, including a specific goal council for safer operations. o Conducts an annual employee engagement survey with specific questions on staff safety. o Continue to refine Results DOC and explore additional performance measures specific to staff safety for inclusion in the performance measurement system.	Octo

Appendix B

Annual In-Service Prisons Staff Safety

Training and Development Unit

Facilitator Guide

Department of Corrections
WASHINGTON STATE

AIS Prison Safety 2019

Annual In-Service 2019

Course ID: AISPS072019

AIS Prison Safety 2019

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Revision Date 7/2/2018

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Revision Date 7/2/2018

The Program in Perspective

	Why "AIS Prison Safety 2019"? Engrossed Senate Bill 5907 Sec. 4. (1) The department shall develop training curriculum regarding staff safety issues at total confinement correctional facilities. At a minimum, the training shall address the following issues: (a) Security routines; (b) Physical plant lay out; (c) Offender movement and program area coverage; and (d) Situational awareness and de-escalation techniques. (2) The department shall seek the input of both the statewide security and local advisory committee in developing the curriculum.
	Goal The goal of this training is for participants to identify their roles and responsibilities when responding to security incidents within prison facilities using security policies and procedures set by the Department.
	Program Timing Requires: 3 hours, 0 minutes
	Number of Participants Minimum: 12 Maximum: 24 Optimum: 18
	Facilitator Qualifications It is recommended that facilitators: Complete AIS Prison Safety 2019 Instructor Workshop

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Revision Date 7/2/2018

Program Preparation

	Pre-Work Review facilitator guide, read and familiarize yourself with the policies and procedures and activities. Review the DOC Strategic Plan.
	Required Materials and Preparation Each Facilitator will need a copy of the Desk Reference, which includes: • Prison Safety AIS 2019 Facilitator Guide • DOC 420.370 Security Inspection Matrix attachment 1 • Form 16-357 Crime Scene Containment/ Preservation/ Processing Checklist • Form 16-358 Crime Scene Security Log • AIS Prison Safety - Crime Scene Preservation Guide • North Carolina News Article (Activity 3) Activity 1 handout must be printed for each participant Desk References for each table group • These guides contain Restricted Policies. Each guide must be numbered as a series to ensure accountability for the content. • Facilitators must collect the Desk References and account for them at the completion of every class. Chart paper/Whiteboards and markers Post it notes Writing materials
	Room Set-Up Table groups of 4-6 or U shaped configuration to create an environment open to conversation and working in teams.
	Connections Prison Safety 2018, EMS/First Responder responsibilities.

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Training at a Glance

Time	Module	Description
0 hour, 36 minutes	Prison Safety	Review of Annual In-Service 2017 Prison Safety material, the Critical Incident Review process and an introduction to this year's training.
1 hour, 3 minutes	Contraband and Inspections	Using DOC Policy participants will discuss the importance of identifying, addressing and reporting security issues when conducting security inspections; Participants will discuss the entry and distribution of contraband within their facility and how to minimize these incidents following policy; and Participants will recognize their roles and responsibilities when identifying and responding to these occurrences.
1 hour, 21 minutes	Crime Scene Preservation and Discovery	Participants will explain their roles and responsibilities are in crime scene maintenance and preservation during a classroom activity.

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Prison Safety

	Objectives • As part of a scenario, participants will explain how to mitigate entry of contraband into facilities as required by policy. • Participants will identify why it is important to perform security inspections and support their reasoning using policy and procedure. • Using DOC policy and forms, the participants will demonstrate the process for identifying, securing, and preserving a crime scene through classroom activity.
	Time to complete: 0 hour, 36 minutes Number of lessons: 3
	Overview Review of Annual In-Service 2017 Prison Safety material, the Critical Incident Review process and an introduction to this year's training.
	Materials Needed Chart paper/white board and markers Post-it notes Writing materials

Anticipatory Set

	Facilitator	Notes

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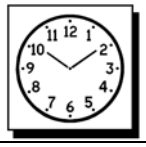	Time to complete this lesson: 8 minutes	
 Time: 3 min	**Anticipatory Set** NOTE: This activity is designed to cultivate discussion. "Correct" responses are not required. Accurate procedures will become apparent during the training. **Ask:** You are making your rounds. You inspect the logbook and realize that a tier check hasn't been conducted in an hour and a half. Is this a security risk? Why or why not? You see a visitor hand an unknown item to an offender. Is this a security risk? Why or why not? You are running late and make it to the facility unit with just a minute to spare. As you sit down you feel your cell phone in your pocket. Is this a security risk? Why or why not?	

Anticipatory Set

	Facilitator	Notes

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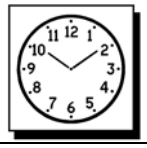
 Time: 4 min	**Say something like:** One of the goals of the Department of Corrections (DOC) is to provide a safe and healthy work environment for staff and offenders. **Ask:** Does anyone know what the current Strategic Plan goals and strategies for Safer Operations includes? **Answers must include:** • Maintain safe and secure environments through sound correctional policy, practice and training. • Ensure workplace safety by providing resources for employees and monitoring of safe practices. • Ensure compassionate delivery of services. • Maintain the ability to respond and manage a wide range of emergencies and significant events. • Utilize violence prevention strategies to promote prosocial behavior.	
 Time: 1 min	**Say something like:** As we go through the Prison Safety material today, think about your roles and responsibilities and how they directly link to the Department's key goals for safer operations that we just discussed.	

Introduction & Overview

	Facilitator	Notes
	Time to complete this lesson: 01 minutes	

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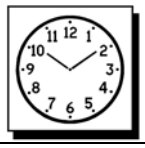
 Time: 1 min	If necessary: Introduce yourself and any co-facilitators, include: Your name Briefly mention why you are interested in facilitating this course.	
	Course Overview **Say something like:** By the end of this training, you will identify your roles and responsibilities when responding to a variety of security duties within prison facilities, including: mitigating contraband, performing security inspections and securing a crime scene.	

Review of last year's Prison Safety material

	Facilitator	Notes
	**Cumulative time: 0 hours, 9 minutes** Time to complete this lesson: 27 minutes	

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 Time: 12 min	**Review of last year's Prison Safety material** **Say something like:** In last year's Prison Safety training we examined policies and procedures, reviewed the Clinton Correctional Facility escape case study, and we studied the Critical Incident Review (CIR) process. Divide yourselves into 4 work groups. You will use chart paper and markers to respond and should be ready to report out to the class in 10 minutes. **State:** Groups 1 & 4: For each topic listed below, identify at **least 3 breakdowns that can occur when policy and procedures are not followed**. Chart your answers. - Counts - Movement and inspections - Facility searches Groups 2 & 3: For each topic listed below, identify at **least 3 preventative measures to stop security issues from occurring.** Chart your answers. - Counts - Movement and inspections - Facility searches **Report Out:** Groups 1 & 4: share 2-3 answers from your lists for each topic. Groups 2 & 3: share 2-3 answers from your lists for each topic. **Ask:** Why is it important to review these policies?	

Review of last year's Prison Safety material

	Facilitator	Notes

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	Answers should include: • It is important to follow process and procedures when conducting your daily duties. • It is important to maintain awareness within the facility and your work area. • Staff must report safety risks and behaviors immediately.	
	Say something like: You have just identified several reasons why it is important to review policies related to Counts, Movement and Inspections and Facility Searches. Next we will look at another very important reason.	
 Time: 5 min	**Say something like:** According to DOC Security Management Statistics, the most common errors identified during Critical Incident Reviews (CIRs) in 2017 were: • 7 errors related to tier checks • 6 errors related to crime scenes • 3 errors related to log books • 2 errors related to medical processes **Ask:** Is this surprising to you? Why or why not? • Answers will vary. Where do you think problems are occurring that led to these results? **Answers will vary, but should include:** • Inadequate tier checks • Incomplete or missing log book entries • Not securing a crime scene	

Review of last year's Prison Safety material

	Facilitator	Notes

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Time: 10 min

Review of the CIR Process

What are examples of critical incidents that you have heard of or can imagine occurring at your workplace?

Answers may include:

Dangerous contraband

- Fights
- Riots
- Assaults
- Death

Who is involved in a Critical Incident Review (CIR) and what do they do?

Answer:

- After a critical incident occurs, the Emergency Operations Unit (EOU) assembles a team and loops in stakeholders and other relevant parties. This team included staff from across the state and from a variety of job classes.
- After the team arrives at the location where the incident occurred, they conduct an investigation.

What gets reviewed during an investigation?

Answers should include:

Documentation

- Photos
- Video
- Audio
- Interviews
- Physical inspections

Why is it important to have CIR's?

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Review of last year's Prison Safety material

	Facilitator	Notes
	Answers should include: • Ensure policy and standard practices are being followed • Ensuring staff are following procedures • To identify changes in current procedures which should be made • To identify opportunities to improve and enhance staff safety and facility operations How can you prevent a critical incident from occurring? **Answers will vary, should include:** • Follow policies and procedures. • Conduct inspections regularly. • Maintain positive interactions with fellow staff and offenders. • Ask questions if something seems out of the ordinary. • Avoid complacency. • Report unusual activity.	

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	Transition to Contraband and Inspections Say something like: As staff, maintaining workplace safety starts with following DOC's written policies. **Ask:** Who's roles and responsibilities is it to apply these policies in the workplace? - You, the employee. Next, we will discuss how following policy and procedures can mitigate contraband entry into the facility and make the workplace safer.	

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Contraband and Inspections

	Objectives • As part of a scenario, participants will explain how to mitigate entry of contraband into facilities as required by policy. • Participants will identify why it is the important to perform security inspections and support their reasoning using policy and procedure.
	Time to complete: 1 hour, 3 minutes Number of lessons: 1
	Overview Using DOC Policy participants will discuss the importance of identifying, addressing and reporting security issues when conducting security inspections; Participants will discuss the entry and distribution of contraband within their facility and how to minimize these incidents following policy; and Participants will recognize their roles and responsibilities when identifying and responding to these occurrences.
	Materials Needed Chart paper/whiteboard/markers Post-it notes Writing materials

Process and Procedures

	Facilitator	Notes

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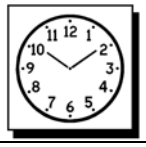	**Cumulative time: 0 hours, 36 minutes** Time to complete this lesson: 63 minutes	
  Time: 1 min	**Say something like:** We know that policy provides us with guidelines on the correct processes and procedures for what we do within DOC. Rather than tell you what policy says, you will work in pairs and review several policies to identify what your roles and responsibilities are when responding to security duties within the facility.	
  Time: 10 min	**Participant Packet Activity 1** Contraband Questions **Say** **something like:** Find a partner and then open your Desk Reference to Section 1 - Contraband (pp. 2-17) and answer the corresponding questions for Activity 1. - After 5 minutes pair up with another pair and compare answers (depending on class size groups may be adjusted to 4-6 participants). - Using the post-it notes on the table, write your answers to each question (1 answer per post-it) and post them on the board under the question number. Note: While participants answer questions, write numbers for questions across the top of whiteboard, so participants can post their answers below the numbers. Discuss answers as a class, using the Answer Sheet on the next page.	

Process and Procedures

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	Facilitator	Notes
  Time: 5 min	**Participant Packet Activity 1:** **Answer Sheet** **Contraband Questions** Use the questions and answers below to discuss the questions for Activity 1. 1. Which policy and law are the guidelines for the collection, handling and penalties for possession of contraband in facilities? **Answer:** - RCW 9.94.040 – 045 Laws and penalties set for the possession of contraband and weapons by offenders and Staff. - DOC 400.030 Security Guidelines for Wireless Portable Technology in Facilities – policy for electronics and cell phones. - DOC 420.375 Contraband handling and collection by employees and forms used during the process. 2. What are some common ways that contraband enters the facility? Answers will vary**.** 3. Why is it important to stop contraband from entering the facility? **Answers may include:** - Offenders going into debt to pay for contraband - Debt can lead to violent outcomes - Fuels STG activity & builds powerbase - Creates risk to staff safety either by increasing likelihood of having to respond to violent incidents or being exposed to offenders under the influence of dangerous drugs.	

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Process and Procedures

	Facilitator	Notes
	4. Why are cell phones not allowed in facilities? **Answers may include:** • Creates a security risk by giving offenders the opportunity to have unmonitored communication. • If offenders get access to a phone, they can gain access to the internet. • May give offenders the ability to commit crimes & lead to other unauthorized contraband violations. 5. What impact can contraband have on safety? **Answers may include:** • Increased violence. • Staff safety can be compromised. • Can lead to offender debt. • Power imbalance. • Victim concerns.	

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 Time: 5 min	**Say something like:** What can happen in a facility when contraband is introduced and goes undetected? **Answers may include:** - Drug/alcohol contraband alters baseline behavior of offender, increasing risk to staff safety - Dangerous contraband can create risk of escape, assault, even death of offenders and staff. - Electronic contraband such as cell phones and portable data devices can create unmonitored offender communications, open access to the internet and inappropriate communications.	

Process and Procedures

	Facilitator	Notes
	What actions do you take if you hear or suspect contraband is entering or is being distributed within the facility? **Answers may include:** - If you see it occurring take action to stop the behavior & document appropriately - If you suspect illegal activity: notify your chain of command, complete an incident report & determine if it is necessary to complete a confidential report (05-392) **Remember:** If you see something say something!	

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 Time: 3 min	**Contraband Scenario Activity** **Possession of Dangerous Contraband** **Say something like:** I am going to read the following scenario and we will discuss the questions as a large group. Superintendent Rex is informed by Investigator Able that there is evidence of numerous offenders being in possession of dangerous contraband. The contraband was introduced into the facility by means of the visit room from an unknown source. The facility has experienced a sudden spike in violence in the last 5 days. The management team has concern for staff safety and orderly operations of the facility. The Superintendent directs the facility be placed on lockdown while searches of all cells and common areas are completed. **Ask:** What are the common areas in a facility? **Answers may include:** - Dayroom - Yard - Dining hall - Visit Room	

Process and Procedures

	Facilitator	Notes

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	- Library **Ask:** Where is contraband likely to enter a facility? **Answers may include:** - Visit room - Mailroom - Transport vehicle **Ask:** In your area, what would be your role in this scenario? **Answers may include:** - Assist with locking down the facility. - Assist with searches. - May help in other parts of facility as requested. **Ask:** If you find something as part of the search, what would you do? **Answers may include:** - Notify Supervisor - Secure the area - Establish crime scene perimeter	
 Time: 5 min	**Knowledge Check** You are at your worksite and hear a cellphone buzzing. Looking around, you realize it is your co-workers phone. **Ask:** Thinking about the policies that we have reviewed today, why is this a security issue for the facility? **Answer:** - This is a violation of policy 400.030 **Ask:** What would you do in this scenario?	

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Process and Procedures

	Facilitator	Notes
	Answers should include: • Request that your co-worker return the device to their locker or vehicle outside of the secure perimeter. • Notify your supervisor. **Ask:** Why is it important to address this issue immediately? **Answers should include:** • It is a risk to the security of the institution and could get into the hands of an offender. • It is a distraction from being present and alert in the course of your duty. • Employees who knowingly bring a cell phone into the secure perimeter without authorization or those who fail to report an incident could be subject to corrective or disciplinary action: **DOC 470.300 Special Investigation Services states "allegations of employee/contract staff/volunteer misconduct must be reported to the Appointing Authority immediately".**	
	Ask: How does your role in completing Security Inspections lead to a safer work place? Call on 2-3 participants to answer.	

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Process and Procedures

	Facilitator	Notes
 Time: 10 min	**Participant Packet Activity 2** **Security Inspections Questions** In your current pairs, turn to Section 2- Security Inspections (pp. 17-32) in the Desk Reference and answer the questions in Activity 2. Use the post-it notes to answer the questions and post them on the board under the question number. - Assign each group 1 questions to report out on (depending on class size). - Have a spokesperson from each group report out on the assigned questions. Note: While participants answer questions, write numbers for questions across the top of whiteboard, so participants can post their answers below the numbers. Discuss answers as a class, using the Participant Packet Activity 2 Answer Sheet.	
 Time: 5 min	**Participant Packet Activity 2 Answer Sheet** Security Inspections Use the questions and answers below to discuss the answers for Activity 2. 1. What policies are relevant to security inspection? 2. **Provide a brief summary of each policy supporting your answer.** **Answers:** **420.370** Security Inspections - Management inspections will focus on reviewing security practices and safety and sanitation procedures. **420.320** Facility Searches	

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Process and Procedures

	Facilitator	Notes
	Daily inspections to ensure cleanliness, compliance with facility regulations and identify safety hazards. 3. Where in policy can you find relevant information about tier checks? **Answers may include:** – 420.370 section II. – Security Matrix (attachment 1). 4. Why are tier checks important to maintaining safety and security within the facility? **Answers may include:** – Reduces the risk of illegal offender activity. – Detection of offender medical emergencies/deaths. – Maintains safe and secure environments. 5. What can occur when tier checks and security inspections are not performed according to policy? **Answers may include:** – Illegal offender activity in cells. – Offender death can go undiscovered. – Detection of unauthorized persons in cell. 6. What should you be looking for when doing tier checks? **Answers may include:** – Cell occupancy – Unauthorized people in cell. – Changes in Baseline behavior. – Fishing activities between cells.	

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	– Unauthorized cell activity	

Process and Procedures

	Facilitator	Notes

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	7. Why might staff fail to conduct tier checks according to policy? **Answers may include:** – Complacency – Forgetfulness – Busy reacting to other events – Completing paperwork **8.** What should you do if tier checks are not conducted according to policy? **Answers may include:** – Document the reason if the tier check is not completed within policy timeframe. – Ask fellow staff if they need help/ask for help if you cannot complete. – Report to Supervisor.	
 Time: 5 min	**Say:** Listen to this scenario: During a routine tier check, you come across a covered window. You tell the offender inside the cell to remove the covering. They say they want privacy while changing clothes. **Ask:** Why is this a security risk? – Answers will vary. **Ask:** How do you respond to the situation? **Answers may include:** – Repeat the request to uncover the window. – State consequences if they don't follow directive.	

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Process and Procedures

	Facilitator	Notes
	– Call for assistance if they don't follow directive. What should staff be looking for during these inspections? **Answers may include:** – Safety and welfare of offenders. – Safety/trip hazards. – Routine inspection of locks, hardware doors, windows, bars, etc. – Inspection of electronic fences/ground detection systems. – Verifying the occupancy and activity in the cell when conducting these inspections. How do you report safety issues? **Answers may include:** – Offender welfare concerns, notify supervisor immediately. – For minor safety issues, complete a facility work order (processes vary by facility). – For major safety issues, notify supervisor immediately. – For all occurrences, submit an incident report/other documentation as required by facility.**:** **Ask:** As we know, routine and habit can lead to complacency How do you keep yourself from becoming complacent while conducting routine security inspections? (Allow for 3-4 responses)	

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Process and Procedures

	Facilitator	Notes
Time: 2 min	**Say something like:** Security inspections are the temperature check of the unit and the facility. **Ask:** What does that mean? **Answers may include:** • Inspections detect anything out of the "ordinary". • Inspections identify safety hazards. • Inspections offer opportunity to interact with offenders and gauge their baseline.	
Time: 10 min	**Say something like:** After the break, we are going to focus on Crime Scene Discovery and Preservation.	

Crime Scene Preservation and Discovery

	Goal Using DOC policy and forms, the participants will demonstrate the process for identifying, securing, and preserving a crime scene through classroom activity.

	Time to complete: 1 hour, 21 minutes Number of lessons: 2

	Overview Participants will explain their roles and responsibilities are in crime scene maintenance and preservation during a classroom activity.
	Materials Needed Chart paper/whiteboard/markers Post-it notes/writing materials

Crime Scene Preservation Review

	Facilitator	Notes
	Cumulative time: 1 hour, 39 minutes Time to complete this lesson: 57 minutes	

Time: 5 min

Crime Scene Preservation Review

Ask:

What constitutes a crime scene?

Answers will vary, but should include:

– Any physical scene that may provide potential evidence to an investigator.

Say something like:

Crime scenes are fragile. Somewhere within the perimeter of a crime scene could be evidence that leads directly to the offender.

When discovering an area that could be a crime scene it is important to clear the area, set up the perimeter, and protect the area from contaminates or possible destruction of evidence.

Ask:

How does proper crime scene preservation help with the investigation? **Answers may include:**

- Helps recreate the scene which may later be presented in court.
- May prevent evidence contamination.
- Keeps evidence from being removed.

Say something like:

In this section we are going to review the step-by-step instructions on how to preserve a crime scene and identify common mistakes that can occur when preserving a crime scene.

Crime Scene Preservation Review

	Facilitator	Notes

Time: 10 min	**Participant Packet: Crime Scene Steps Activity 3** **Part 1** **Say something like::** Pair up with someone you have not worked with in the class. Turn to Section 3 – **Crime Scene Discovery and Preservation (pp. 33-45),** review the policies and procedures and answer the questions in Activity 3. You will have 10 minutes to answer the questions.	
Time: 5 min	**Participant Packet Activity 3 Answer Sheet** **Crime Scene Discovery and Preservation** Discuss answers as a class, using the Participant Packet Activity 3 Answer Sheet. 1. What is the role of the first responder? **Answers may include:** – The first responder should immediately report the discovery of the crime scene to the shift commander. **Say something like:** It is important that any staff member who believes they have found evidence pursuant to a crime or a serious infraction can and should declare the site a crime scene and notify a supervisor. 2. Describe the use of the: ▯ Crime Scene Checklist 16-357 **Answer:** o The Crime scene checklist has the step-to-step processes for containing, preserving and processing a crime scene.	

Crime Scene Preservation Review

	Facilitator	Notes
	Crime Scene Security Log 16-358 **Answer:** o The Crime Scene Security Log is fairly new. It is used to log everything and ever one entering and leaving the 3. Where can these be forms be easily found? **Answers include:** – The forms are both available under Forms in iDOC. 4. When are you no longer in charge of the crime scene? **Answer:** – When you are released by IIU or law enforcement arrives. 5. When is the crime scene released? **Answer:** Once IIU has completed their investigation and officially release the scene.	

Time: 10 min	**Activity 3 Part 2** **Say:** **In your current groups:** Create a visual representation (picture, chart, diagram, etc.) showing the step-by-step process for containing and securing a possible crime scene. You are to include in the representation 2-3 common crime scene preservation and containment mistakes that can occur during the process. You will present your visual representation to the large group. You will have 5 minutes to prepare and 1 minute to report out.	

Crime Scene Preservation Review

	Facilitator	Notes
	Note: Have the group's report out 2 steps of the process and include preservation mistakes that occur.	
	Transition We are now going to go through a series of scenarios to practice the step-by-step process of discovery and preservation of various crime scenes that we may encounter.	

Time: 5 min	**Crime Scene Discovery** **Say:** You are the first responder to a multi-offender fight that just occurred. Many of the offenders involved are bleeding. **Ask:** What do you do when you arrive? **Answers should include:** - Detect - Notify - Isolate - Contain **Ask:** What can you do to assist in the discovery of potential weapons at the crime scene? **Answers may include:** – If a weapon(s) is present, and offenders are in the area, secure the weapon immediately. – If a weapon(s) is suspected but not seen immediately, contain offenders. – Conduct thorough search, keeping eyes down and alert.	

Crime Scene Preservation Review

	Facilitator	Notes

	Say something like: According to the Security Management Unit, in 2 out of 3 incidents in the last 5 years where a weapon was used, responding staff did not discover the weapon left at the scene until offenders were secured and removed from the area. **Ask:** How can this be a staff safety issue? - Offenders could threaten or use weapon on staff or other offenders. - Weapon is removed from crime scene. What other things you should consider when responding? **Answers may include:** - Safe in safe out. - Don't respond exhausted. - Know your exits. - Ensure you have proper back up. - Is Use of Force necessary? - Have your partners back.	
 Time: 5 min	**Crime Scene Review** **Group Discussion** Divide participants into 4-5 groups. Assign each group one of the situations below. ■ Staff assault ■ Serious contraband ■ Offender assault ■ Wounded offender ■ PREA **Say something like:** In your groups, discuss what would make this a situation a crime scene.	

Crime Scene Preservation Review

	Facilitator	Notes
	You have 3 minutes to discuss. **Ask:** What indicators help you identify that this is a crime scene? **Answers may include:** • Officer/staff down, wounded, or dead • Bodily fluids • Fight indicators • Weapons • Torn clothing If you are unsure it is a crime, what should you do? **Answers may include:** • Secure the scene and report it to the Supervisor.	

Time: 5 min	**Common Preservation and Containment Mistakes** **Say something like:** We are now going to review the common crime scene preservation and containment mistakes. Did your visual representation include any of these mistakes: – Not securing the scene after an event – Not securing the scene in a timely manner after an event – Not using the appropriate crime scene security log form – Allowing unauthorized persons into the scene, resulting in destruction or contamination of evidence – Releasing the crime scene before IIU has authorized deactivation	

Crime Scene Preservation Review

	Facilitator	Notes
	Ask: In what ways might you prevent these common mistakes from happening if you are the first responder? **Answers may include:** – Securing the perimeter as soon as possible – Using the correct Security forms – Keeping unauthorized personnel out of crime scene area – Not releasing information about the crime scene until IIU has given authorization.	

Time: 2 min	**Beat the Clock** **Say something like:** What can happen in a facility when policies and procedures are not followed? When I say "GO" you will have 1 minute to write down as many things as you can think of. On your mark…..get set……GO! Note: Say "GO". Time class for 1 minute. Say "Stop" when time is up.	
	Transition: After the break, you are going to read an article that illustrates what can happen when there is complete disregard of policies and procedures. We will see how well the items on the lists you just created match reality!	

Crime Scene Preservation Review

	Facilitator	Notes

North C rolina Article Activity

	Facilitator	Notes
	Cumulative time: 2 hours, 36 minutes Time to complete this lesson: 24 minutes	

Time: 15 min

North Carolina Incident Activity

Part 1

Take 10 minutes to read the **North Carolina Incident** located in their Desk Reference on **page 47**.

Part 2

Ask the class:

What stood out to you when you read the article?

Answers will vary

How did cell phones and other contraband enter into the facilities?

Answers may include:

- Employee brought cell phones into facility.
- Employees placed money into personal accounts, prison debt cards, etc.
- Via the warehouse.

How did failures to follow policy contribute to the contraband in the facilities and the kidnapping?

Answers may include:

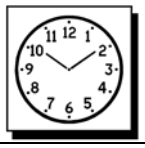
- Staff accepted bribes.
- Staff were threatened/extorted.
- Employees were not routinely searched entering the facility.
- Officers had gang affiliations.

Crime Scene Preservation Review

	Facilitator	Notes

	What is your responsibility in preventing breakdowns like this from occurring? **Answers may include:** - Address suspicious behavior immediately. - If you see it, you own it. - Report policy violations to your supervisor.	

Closing

	Facilitator	Notes
	**Cumulative time: 2 hours, 51 minutes** Time to complete this lesson: 9 minutes	
 Time: 5 min	**Knowledge Check** You arrive to a scene where violence has occurred but the combatants are unknown. After a brief scan, you believe you see a potential weapon. **Ask:** Why would you need to secure the area? **Answers should include:** - The area may be a crime scene. What steps do you take to secure the area? **Answers should include:** - Notify, Isolate, Contain, Control - Call for Assistance - Evacuate/secure the crime scene - If weapons are present and offenders are in the area, secure the weapon immediately. - Call for medical assistance when are is secure. - Establish perimeter of crime scene.	

Crime Scene Preservation Review

	Facilitator	Notes
	▯ Avoid contamination of area. ▯ Wait there until you are instructed to do otherwise. What can you do to identify who the combatants are? **Answers should include:** ▯ Collect ID cards of all offenders present. ▯ Line up and inspect offenders for signs of injury including blood, marks, torn clothing, knuckle wounds. ▯ Check for defensive marks, bruises and abrasions. ▯ Observe offender demeanor.	
 Time: 4 min	**Closing** **Say something like:** Thinking about the policies and procedures we covered today, what roles and responsibilities do you have when it comes to safety occurrences at your worksite? **Allow 2-3 participants to respond.** **In closing, ask the class:** ▯ What is one take way that you will leave the class with? ▯ Are there are any remaining questions or thoughts? Thank you for attending.	
	IMPORTANT NOTE Before dismissing the participants, collect the Desk References and ensure that each one is accounted for.	

Appendix C

FY 2019 Annual In-Service Training Plan

Department of Corrections
WASHINGTON STATE

FY19 Training Plan

Training and Development Unit

~~06/30/2018~~

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Policy Driver for This Report

Washington DOC Policy DOC 880.100 II.A.1 directs that "The Department will have a written Annual Agency Training Plan."

Introduction

Training and Development Unit (TDU), in conjunction with key stakeholders, has determined the Agency Annual Training Plan for Fiscal Year 2019 (FY19) as set forth in this document. This plan reflects compliance to agency policy and federal and state law and is effective July 1, 2018 through June 30, 2019.

Statutory Authority for Agency Training

RCW 43.101.220: Training for corrections personnel

(3)(a) The Washington state department of corrections is responsible for identifying training standards, designing curricula and programs, and providing the training for those corrections personnel employed by it. In doing so, the secretary of the department of corrections shall consult with staff development experts and correctional professionals both inside and outside of the agency, to include soliciting input from labor organizations.

(3)(b) The commission and the department of corrections share the responsibility of developing and defining training standards and providing training for community corrections officers employed within the community corrections division of the department of corrections.

RCW 43.101.221: Training for corrections personnel – Core training requirements

(1) All new corrections personnel employed by the Washington state department of corrections shall, within a period to be determined by the secretary of the department of corrections, successfully complete core training requirements prescribed or obtain a waiver or extension of the core training requirements from the secretary.

(2) Within a period to be determined by the secretary of the Washington state department of corrections after completion of the core training requirements of this section, corrections personnel employed by the department shall successfully complete all remaining requirements for career level certification prescribed by the secretary applicable to their position or rank, or obtain a waiver or extension of the career level training requirements from the secretary.

(3) The secretary of the department of corrections is responsible for assuring that the training needs of the corrections personnel are met by the department's training program. Once a year, the secretary is

responsible for conducting an assessment of the training programs for the corrections personnel employed by the department.

TDU Identity

We are a learner-centered, quality-focused, future-oriented unit that welcomes innovative thinking and practices in the pursuit of improved outcomes.

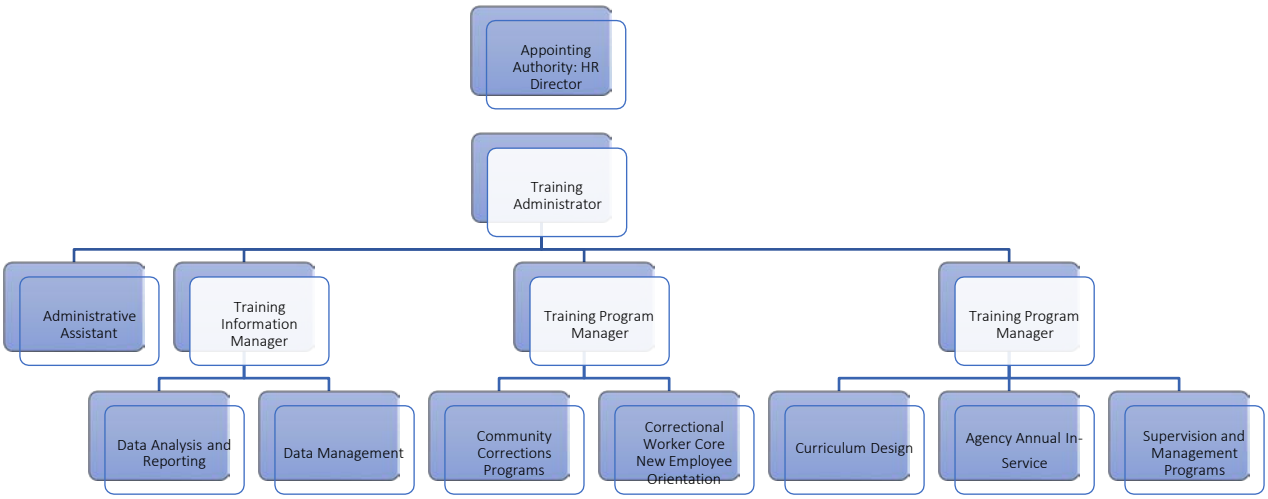
TDU Mission

We will build and deliver courses that serve learners and contribute to the agency mission by building a competent, confident workforce.

TDU Vision

Training will be a first thought in our organization, not an afterthought.

TDU Organization – FY2019



TDU Stakeholder Partners

Facility Performance Coordinators

Each of the twelve prisons employs a Facility Performance Coordinator (FPC). The FPCs are collectively responsible for training nearly 60% of agency staff. They are invaluable partners in the delivery of pre-service training for prison staff and are essential to the delivery of annual in-service in the prisons division.

TDU Contact Information

Subject	Name	Contact Number

Policy Unit Operations	Amanda Hall	(360) 350-6934
New Employee Orientation Correctional Worker Core Case Management Academy Community Corrections Officer Academy Work Release Academy	Don Holevinski	(360) 350-6919
Annual In-Service Supervisory Courses Curriculum Instructor Development Annual Training Plan	Tamara Rowden	(360) 350-6910
Learning Management System Training Reports SharePoint Training Evaluation Public Disclosure	Chris Hanson	(360) 350-6939
Training Space Reservations • SW Region Performance Center • Mill Creek Performance Center	 Brigitte Kennedy Dave Neissl	 (360) 350-6925 (509) 394-0901
Purchasing Requests	Brigitte Kennedy	(360) 350-6925

TDU Locations

Lacey	360-350-6963

Southwest Region Performance Center (SWRPC)
4255 Pacific Avenue SE
Lacey, WA 98503

SWRPC supports the following agency stakeholders:

Community Corrections: Section 3, Section 4, Section 7
Work Release Facilities: Clark County, Longview, Olympia, Peninsula, Progress House

Prisons: CBCC, CCCC, LCC, MCCCW, OCC, SCCC, WCC, WCCW
Other: Headquarters, CI Headquarters

Monroe	360-794-2391

Captain Jimmie Evans Performance Center (CJEPC)
16550 177th Ave
SE Monroe, WA 98272

CJEPC supports the following agency stakeholders:

Community Corrections: Section 5, Section 6
Work Release Facilities: Bellingham, Bishop Lewis, Helen B. Ratcliff, Reynolds
Prisons: MCC

Walla Walla	509-394-0901

Mill Creek Performance Center (MCPC)
1405 W Pine St
Walla Walla, WA
99362

MCPC supports the following agency stakeholders:

Community Corrections: Section 1, Section 2
Work Release Facilities: Ahtanum View, Brownstone, Eleanor Chase House, Tri-Cities
Prisons: AHCC, CRCC, WSP

TDU Training Programs FY19

TDU academies are taught by both TDU staff and practitioner instructors. These academies provide the foundational knowledge staff need in order to perform their duties. TDU Academies include:

- Case Management Academy (CMA)
- Community Corrections Academy (CCOA)
- New Employee Orientation (NEO)
- Correctional Worker Core (CWC)

- Essential Skills for Supervisors (ESS)
- Work Release Academy (WRA)

In addition to the training academies, TDU provides professional development courses including instructor development and content-specific train-the-trainer courses.

Case Management Academy (CMA)

Case Management Academy (CMA) is a one (1) week academy for employees who make classification and community supervision decisions regarding offenders. Employees must successfully complete CMA within six (6) months of their permanent appointment.

The following employees are required to attend CMA:

- Community Corrections Officers
- Classification Counselors
- Community Corrections Specialists
- Community Corrections Supervisors Correctional Unit Supervisors
- Community Employment Specialists

This course facilitates the agency goals of safer operations, supporting successful transition, and promoting positive change.

CMA Prerequisites

Prior to attending CCOA, employees must complete the following prerequisites:

- New Employee Orientation

CMA Delivery Dates FY19

CMA academies are scheduled to meet stakeholder needs.

CMA Course Agenda

Day 1	Day 2	Day 3	Day 4	Day 5
Academy Welcome and Expectations Impacting Behavior Change	Impacting Behavior Change Facility Plan Supervision Types	Official Document Search Continuous Case Management	Continuous Case Management	Continuous Case Management

Community Corrections Officer Academy (CCOA)

Community Corrections Officer Academy (CCOA) is a three (3) week academy for employees who supervise offenders in the community. The following employees are required to attend CCOA:

- Community Corrections Officers
- Community Corrections Specialists
- Community Corrections Supervisors

Employees must successfully complete CCOA within six (6) months of their permanent appointment to any of the positions listed above.

This course facilitates the agency goals of safer operations, supporting successful transition, and promoting positive change.

CCOA Prerequisites

Prior to attending CCOA, employees must complete the following prerequisites:

- New Employee Orientation
- Case Management Academy

CCOA Delivery Dates FY19

CCOA academies are scheduled to meet stakeholder needs.

TDU will launch an updated version of the CCOA beginning first quarter of FY19. The updated course will include one additional week of content and will be blended to include on-the-job training days at the employee's home office.

CCOA Course Agenda

	Day 1	Day 2	Day 3	Day 4	Day 5
Week 1	Foundations and Baseline Behavior Use of Force	Tactical Verbal Skills Control Tactics	Offenders with Mental Illness Wrist Restraints, Pat Searches, Transports Control Tactics	Wrist Restraints, Ankle Restraints, Transports Use of Force Report Writing Practice Control Tactics	Offender Contact Strategies Significant Incident Response Control Tactics
	Day 6	Day 7	Day 8	Day 9	Day 10
Week 2	Weekly Debrief New Criminal Charges Control Tactics	TVS Assessment Control Tactics Oleoresin Capsicum Lecture and Exposure	Residence and Vehicle Search Pat Search Restraints Practice Control Tactics	Evidence- NIK, Drug Lab, Breathalyzer, Firearm Control Tactics Restraint and Pat Search Assessment	OJT Home Office
	Day 11	Day 12	Day 13	Day 14	Day 15

Week 3	Weekly Debrief Mid-Term Assessment Debrief OJT Assignments Control Tactics Mid-Term Debrief	Arrest Planning and Implementation	Arrest Planning and Implementation	Arrest Planning and Implementation	OJT Home Office
	Day 16	Day 17	Day 18	Day 19	
Week 4	Use of Force Assessment Weekly Debrief Debrief OJT Assignments DOC Hearings Control Tactics Practice and Assessment	Violation Process Court Hearing Control Tactics	Final Assessment Detainers and Warrants Table Top Drills Use of Force Assessment Debrief Control Tactics	Final Assessment Debrief (.5) Academy Debrief (2) Graduation Set Up (1) Graduation (1)	CIT – 32 Hours OJT – 16 Hours

New Employee Orientation (NEO)

New Employee Orientation (NEO) is comprised of a series of both instructor-led (ILT) and eLearning (OLT) classes designed to provide new employees with the basic knowledge, information and skills necessary to build a foundation for success at DOC.

All new agency employees are required to complete the course within 45 days of their hire date. The course is offered as a companion course for employees who are also required to attend Correctional Worker Core (CWC) and as a stand-alone course for those employees who do not have to attend CWC.

This course facilitates the agency goals of engaged and respected employees and safer operations.

NEO Course Agenda

Online Courses (OLT)	Day 1 ILT	Day 2 ILT	Day 3 ILT	Day 4 ILT

Facilitator Guide **Contraband and Inspections**

Policy and General Information (0.5) Confidentiality (1.0) ADA (0.5) Ethics (1.0) Initial Safety (1.0) Fire Extinguishers (0.5) Infectious Disease Control (1.0) Outdoor Heat Exposure (1.0) PREA and PREA Self Disclosure (1.25) Asbestos (1.0) Public Records (1.0) Slips Trips and Falls (1.0) WA- State IT Security Awareness (0.75) WA- State Preventing Sexual Harassment (2.0)	Welcome and Introductions (0.5) DOC Mission and Structure (1.0) Legal Foundations of Corrections (2.0) Occupational Health Nurse TB/Hep (1.0) Respect in a Diverse Workplace (3.5)	Security Mindset (2.0) Introduction to Emergency Response Procedures (2.0) Hostage Survival (2.0) Coping with Stress (1.0) CISM (1.0)	Union (0.5) Foundations and Baseline Behavior (1.0) Communication Skills (2.5) Suicide Prevention and Intervention (2.0) Tactical Verbal Skills (2.0)	Staff Professionalism (3.5) CPR, First Aid, AED (4.5)

NEO Delivery Dates FY19

Companion Sessions – For employees who are also required to attend Correctional Worker Core*

Southwest Region – SWRPC		Northwest Region – CJEPC		East Region – MCPC	
Start Date	End Date	Start Date	End Date	Start Date	End Date
7/16/2018	8/23/2018	7/23/2018	8/30/2018	7/16/2018	8/23/2018
7/23/2018	8/30/2018	9/10/2018	10/18/2018	9/5/2018	10/12/2018
9/5/2018	10/12/2018	11/5/2018	12/18/2018	10/22/2018	12/4/2018
9/10/2018	10/18/2018	1/14/2019	2/22/2019	1/7/2019	2/15/2019
10/22/2018	12/4/2018	3/4/2019	4/11/2019	2/25/2019	4/4/2019
10/29/2018	12/11/2018	4/22/2019	5/31/2019	4/15/2019	5/23/2019
1/7/2019	2/15/2019				
1/14/2019	2/22/2019				
2/25/2019	4/4/2019				
3/4/2019	4/11/2019				
4/15/2019	5/23/2019				
4/22/2019	5/31/2019				

*Custody positions are given priority for enrollment in these sessions.

Stand Alone Sessions – For those employees who do not have to attend Correctional Worker Core**

These sessions are scheduled for the Southwest Region only.

Calendar Year 2018		Calendar Year 2019	
Start Date	End Date	Start Date	End Date
7/17/2018	7/20/2018	1/8/2019	1/11/2019
8/27/2018	8/30/2018	2/25/2019	2/28/2019
9/4/2018	9/7/2018	4/16/2019	4/19/2019
10/23/2018	10/26/2018	5/28/2019	5/31/2019
12/10/2018	12/13/2018	6/10/2019	6/13/2019

**Any session not enrolled at the minimum class size of 8 participants will be canceled and students will be enrolled in the next available session in the region.

Correctional Worker Core (CWC)

Correctional Worker Core (CWC) is a five (5) week academy for new DOC staff responsible for supervising, confining, and/or caring for offenders. CWC provides the skills and basic work functions needed to work in a prison setting. Employees who work in a secure facility are required to complete CWC within 60 days of their permanent appointment.

This course facilitates the agency goals of safer operations, supporting successful transition, and promoting positive change.

CWC Prerequisites

Prior to attending CWC employees must complete the following prerequisites:

- New Employee Orientation (NEO)

CWC Standards

Criteria for Successful Completion: Custody

- Custody participants missing any 'knockout' days (noted in red type in course agenda) will return to their home facility immediately
- Custody participants must pass the following assessments (passing scores/criteria vary by assessment) ○ Control and Impedance Tactics Skill Assessment ○ Use of Force Written Assessment (includes OC) ○ Cuffing Skills Assessment ○ Pat Search Skills Assessment ○ Cell Search Skills Assessment ○ Mid-Term Assessment (knowledge-based content exam) ○ Final Assessment (knowledge-based content exam)

- Custody participants are required to attend 90% of the course hours. Absence of 18 or more hours will result in an incomplete for the course

Criteria for Successful Completion: Non-Custody

- Non-custody participants must pass the following assessments (passing scores/criteria vary by assessment) ○ Mid-Term Assessment (knowledge-based content exam) ○ Final Assessment (knowledge-based content exam)
- Non-custody participants are required to attend 90% of the course hours. Absence in excess of 18 hours will results in an incomplete grade for the course

Assessment Standards

Assessment	Mandatory	Type	Criteria for Success
Weekly Reviews	N/A	Knowledge Review	N/A
Pat Search	Custody	Skill Demonstration	Satisfactory on all steps on 1 of 3 attempts
Mid-Term Assessment	All	Knowledge Assessment*	80%
Cell Search	Custody	Skill Demonstration	Satisfactory on all steps on 1 of 3 attempts
Compliant Cuffing	Custody	Skill Demonstration	Satisfactory on all steps on 1 of 3 attempts
Control and Impedance Tactics	Custody	Skill Demonstration	Satisfactory on 1 of 3 tries for each skill
Tactical Verbal Skills	N/A	Skill Application	N/A – Feedback Only
OC for NC Assessment	N/A	Knowledge Assessment	80%
Use of Force Assessment	Custody	Knowledge Assessment	80%
Report Writing	N/A	Skill Application	N/A – Feedback Only
Final Assessment	All	Knowledge Assessment	80%
Emergent Scenarios	N/A	Skill Application	N/A – Feedback Only

*Knowledge Assessments are written and timed.

CWC Delivery Dates FY19

East Region – MCPC

NEO Start Date	CWC Start Date	CWC End Date
7/16/2018	07/23/2018	8/23/2018
9/5/2018	09/11/2018	10/12/2018
10/22/2018	10/29/2018	12/4/2018
1/7/2019	01/14/2019	2/15/2019
2/25/2019	03/04/2019	4/4/2019
4/15/2019	04/22/2019	5/23/2019

Northwest Region – CJEPC		
NEO Start Date	**CWC Start Date**	**CWC End Date**
7/23/2018	07/30/2018	8/30/2018
9/10/2018	09/17/2018	10/18/2018
11/5/2018	11/13/2018	12/18/2018
1/14/2019	01/18/2019	2/22/2019
3/4/2019	03/11/2019	4/11/2019
4/22/2019	04/29/2019	5/31/2019

Southwest Region – SWRPC		
NEO Start Date	**CWC Start Date**	**CWC End Date**
7/16/2018	07/23/2018	8/23/2018
7/23/2018	07/30/2018	8/30/2018
9/5/2018	09/11/2018	10/12/2018
9/10/2018	09/17/2018	10/18/2018
10/22/2018	10/29/2018	12/4/2018
10/29/2018	11/5/2018	12/11/2018
1/7/2019	01/14/2019	2/15/2019
1/14/2019	01/18/2019	2/22/2019
2/25/2019	03/04/2019	4/4/2019
3/4/2019	03/11/2019	4/11/2019
4/15/2019	04/22/2019	5/23/2019
4/22/2019	04/29/2019	5/31/2019

CWC Course Agenda

	Day 1	Day 2	Day 3	Day 4	Day 5
WEEK 1	Academy Expectations (1.0) Organization and Operation of Prisons (2.0) Foundations and	Tactical Verbal Skills (4.0) Principles of Containment (2.0) Introduction to Use of Force (2.0)	Introduction to Use of Force (2.0) CIT/SD (2.0) Emergency Response Procedures (4.0)	Emergency Response Procedures (2.0) CIT/SD (2.0) Searches and Contraband (2.0) Cell and Area Searches	CIT/SD (2.0) Formal and Informal Directives (2.0) Offender Discipline (2.0) Offender Property

	Baseline Behavior (3.0) Addressing Behavior (2.0)			(2.0)	(2.0)
	Day 6	Day 7	Day 8	Day 9	Day 10 (Home Facility)
WEEK 2	Weekly Assessment and Debrief (1.0) Pat Searches (2.0) Equipment Operations (2.0) Report Writing (3.0)	CIT/SD (2.0) Offender Grievances (1.5) Offender Rights (1.5) Intro to Restraints (2.0) Skill Practice Restraints and Pat Search (1.0)	CIT/SD (2.0) Restraints (2.0) Skill Practice Cell & Area Search, Documentation (4.0)	CIT/SD (2.0) Professional Writing (2.0) Skill Practice Restraint and Pat Search (2.0) Pat Search Assessment (2.0)	Offender Programming and Offender Life (8.0)
	Day 11	Day 12	Day 13	Day 14	Day 15 (Home Facility)
WEEK 3	Midterm Assessment and Debrief (2.0) CIT/SD (2.0) Escorts (1.5) Security Information Networks (1.5) Inspections (0.5) Inventories (0.5)	CIT/SD (2.0) Cell Search and Compliant Cuffing Assessment (2.0) OC Classroom and Exposure (4.0)	CIT/SD Practice and Assessment (4.0) Professional Interactions (4.0)	Perspectives on Prison Culture (1.0) Gender and Age (1.0) Sex Offenders (2.0) Offenders with Mental Illness (2.0) Security Threat Groups (2.0)	Information Sharing (4.0) Pat Searches (4.0)
	Day 16	Day 17	Day 18	Day 19	Day 20 (Home Facility)
WEEK 4	Weekly Assessment and Debrief (1.0) Waist and Ankle Restraints (1.0) Vehicle Searches (1.0) CIT/SD (2.0) Team Tactics (3.0)	CIT/SD (3.0) Tactical Verbal Skills Assessme nt (2.0) Use of Force Final Assessment (1.5) Risk Assessment for NC (2.0) Strip Searches (1.0) Review, Practice, and Remediation for NC (1.0) Review, Practice, and Remediation (.5)	Use of Force Assessment Debrief (1.0) Security for NC (1.0) Drug and Alcohol Testing (1.0) Report Writing Assessment (1.5) Final CWC Assessment (1.5) Transports (1.0) Transport Practice (2.0)	CIT/SD (2.0) Offender Pathway (4.0) Final Assessment Debrief (2.0)	Cell and Area Searches (8.0)

	Day 21 (Home Facility)	Day 22	Day 23	Day 24	
WEEK 5	Count (2.0) 5907 (6.0)	CIT/SD (2.0) Table Top Drills or Remediation (2.0) OC Scenarios (4.0)	CIT/SD (3.0) Supervision of Offender Workers (3.0) Emergent Scenarios (4.0) Emergent Scenario Debrief (1.0)	Final CWC Debrief (1.5) Equipment Return (1.0) Graduation (1.5)	RED = Custody Knock Out Class Total CWC Hours = 188.0 Total CIT Hours = 32.0 Total Facility Hours = 32.0

Essential Skills for Supervisors (ESS) / Supervision and Leadership (S&L)

Supervisory and managerial training is mandated and governed by WAC 357-34-055. Per statute, employees appointed to a permanent supervisory or management position must successfully complete at least twenty-four (24) hours of entry-level supervisory or managerial training. DOC requires employees to complete the required training within 180 days of their appointment to a permanent supervisory position.

FY19 is a transition year for the supervisory course in DOC. The new version of S&L- Essential Skills for Supervisors (ESS) will be piloted in July 2018 in the Southwest Region. The projected statewide rollout for the new course is January 2019. Until ESS is piloted and revised, S&L will be delivered in the Northwest and East Regions to meet the mandate.

Supervision and Leadership (S&L) is comprised of both instructor-led (ILT) and eLearning (OLT) classes.

S&L/ESS Course Prerequisites

Prior to attending ESS or S&L, employees must complete the following prerequisites:

- New Employee Orientation
- Online Training Learn Plan ○ Hiring Process for Supervisors ○ Performance Plans and Reviews for Supervisors ○ Civil Service Rules and Labor Relations for Supervisors ○ Resolving Performance Issues for Supervisors ○ Ethics in State Government ○ Pay, Leave, and Time for Supervisors ○ Unlawful Employment Discrimination ○ Mobile Work for Supervisors ○ Preventing Workplace Violence for Supervisors ○ Reasonable Accommodations for Supervisors ○ Sexual Harassment and Prevention for Supervisors ○ Drug and Alcohol Free Workplace

This course facilitates the agency goals of engaged and respected employees; innovative, efficient, and sustainable business practices; and promoting positive change.

Delivery Dates FY19

East Region*			Northwest Region*			Southwest Region*		
Start Date	**End Date**		**Start Date**	**End Date**		**Start Date**	**End Date**	
7/30/2018	8/3/2018	S&L	10/22/2018	10/26/2018	S&L	7/16/2018	7/19/2018	ESS
10/15/2018	10/19/2018	S&L	12/10/2018	12/14/2018	S&L	8/27/2018	8/30/2018	ESS
12/10/2018	12/14/2018	S&L	2/26/2018	3/1/2018	ESS	10/29/2018	11/01/2018	ESS
2/25/2019	2/28/2019	ESS	6/10/2018	6/13/2018	ESS	12/10/2018	12/13/2018	ESS
5/20/2019	5/23/2019	ESS				2/11/2019	2/14/2019	ESS
						4/15/2019	4/18/2019	ESS

*Additional dates may be added to the training calendar to meet agency needs.

S&L Course Agenda

Day 1	Day 2	Day 3	Day 4	Day 5
Introduction (2.5) Building Blocks of Supervision (3.0) Personal Values and Vision (2.5)	Organization Context (8.0)	Effective Communication (2.0) Problem Solving (2.5) Conflict Management (2.0) Complex and Sensitive (1.5)	Complex and Sensitive (0.5) Labor Relations (2.0) Position Description (2.0) Candidate Selection (2.0) Performance and Development Plan (1.5)	Performance and Development Plan (1.5) Promoting Positive Performance (3.0) Hours of Work and Leave (2.5) Debrief (1.5)

ESS Course Agenda

The ESS agenda is learner-driven and may change in order from session to session. The content covered during the course regardless of order is listed below.

Module	**Content**
The role and responsibilities of a DOC Supervisor	Training, Place safety muster, Results DOC, Change management, Risk management, Safety, Records retention, Public Disclosure, LEAN Sexual harassment, Drug-free workplace, Employee Wellness/Return to Work
Compensation practices	Overview of system

Labor relations	Represented v. non-represented Employee grievances
Recruitment	Establish/Update Position descriptions
Screening applicants	Legal defensibility Diversity
Interviewing	Process for establishing interview questions, Legal interview questions, Panel selection, Conducting interviews, Second interviews Documentation, Diversity
Selection	Reference checks, Backgrounds, Diversity, Compensation, AAR, Hiring packet, Regrets, Offer
Performance Development	Setting performance expectations, Training, Results DOC, Core competencies
Performance management	Supervisory conferences, Progressive discipline, Performance feedback, Generate and manage documentation, Collective bargaining agreement
Performance Evaluation	Collective bargaining agreement, Core competencies, Performance expectations, Position description
Employee retention	Performance feedback, Employee engagement Employee wellness, Conflict resolution

Work Release Academy (WRA)

Staff hired under contract to supervise offenders in Work Release programs will attend the Work Release Academy (WRA). The WRA is a two (2) week academy provided to staff within six (6) months of their date of hire.

This course facilitates the agency goals of safer operations, supporting successful transition, and promoting positive change.

WRA Delivery Dates FY19

Start Date	Region
10/08/2018	NWR
04/01/2019	NWR

WRA Course Agenda

	Day 1	Day 2	Day 3	Day 4	Day 5

Week 1	Expectations Work Release Overview Diversity Sexual Harassment Developing a Professional Attitude Offender Rights Foundations and Baseline	Communication: Basics Confronting Team Problem Solving Tactical Verbal Skills Manipulation	Manipulation (Practice) Manipulation (Assessment) Equipment Self Defense	PREA Motivating Change Offenders with Mental Illness Security Mindset Workplace Risk Assessment	Property Inventories Inspections Counts Searches Contraband Self Defense
	Day 6	Day 7	Day 8	Day 9	Day 10
Week 2	Writing for Work Release Logs & Observation Offender Discipline UAs & BAs Room & Area Search Pat & Bag Search Drug Identification	Skill Practice Search Assessment	Emergency Response Planning Coping with Stress Wellness Self Defense Workplace Ethics	Performance Feedback Written Assessment Self Defense ERP Review	Integrated Scenarios Small/Large Group Debrief Graduation

Annual In-Service (AIS)

Annual In-Service (AIS) is driven by professional standards, agency policy, legal statute, administrative code, and data gathered during an annual needs assessment. AIS is comprised of both instructor-led (ILT) and eLearning (OLT) courses. All agency employees are required to complete the in-service training as it is outlined for their position no later than June 30, 2019.

This course facilitates the agency goals of safe operations and engaged and respected employees.

Successful delivery of AIS requires hundreds of scheduled training sessions. TDU and FPCs will work together to schedule and deliver over 300,000 hours of AIS instruction in FY19.

What's New in FY19?

The Agency Annual In-Service Plan now covers two training years which allows for more effective planning, course content revisions, delivery strategies, and implementation.

Emergency Management System: this class has been revised to standard and universal content for all divisions. Each division may opt to supplement the standard content using local resources.

CPR/First Aid: all agency staff will be scheduled for CPR/First Aid Certification every other year.

CPR/First Aid: agency staff may be offered an option to test out of the course by demonstrating proficiency.

Sexual Harassment: this class will move into the classroom in FY19. WAC requires delivery of this course every five years.

Sexual Harassment for Managers: this class will move into the classroom for current managers and will be added to the new supervisor training in FY20. WAC requires delivery of this course every three years. The online course will continue to be required for all new supervisors in FY19.

PREA: this class will move into the classroom in FY19.

Overdose Prevention: this class is new. It will launch in AIS FY19 as a one-time training for current staff and will be incorporated into NEO in FY19 for all new agency staff.

Mandatory Reporting: this online class is new. It will launch in AIS FY19 as a one-time training for current staff and will be incorporated into NEO in FY19 for all new agency staff.

AIS Plan FY19

	Method	FY19 Hours	FY20 Hours
All Agency Staff			
Infectious Disease Prevention	Online	1.0	1.0
IT Security Awareness Training – Refresher	Online	1.0	1.0
Fire Extinguisher	Online	0.5	0.5
Mandatory Reporting	Online	0.5	0.0
Overdose Prevention	Online	0.5	0.0
PREA Annual	Classroom	2.0	2.0
Suicide Prevention	Classroom	2.0	2.0
Emergency Management System	Classroom	2.0	2.0
Judgement, Ethics and Problem Solving	Classroom	0.0	4.0
Sexual Harassment	Classroom	2.0	0.0
First Aid/CPR/AED	Classroom	4.0	0.0
All Agency Supervisors			
Sexual Harassment for Managers	Classroom	0	2
All Facility Staff			
Prison Safety	Classroom	3	3
All Custody Staff			
Control Impedance Tactics	Classroom	15.5	15.5
Firearms Requalification	Classroom	8	8

All Facility OC Qualified Staff			
OC Refresher	Classroom	0.5	0.5
CCO, Specialists, Supervisors, Field Administrators			
DOC Verbal Behavior Management Training	Classroom	3	3
CCO, Specialists, Supervisors, Armed Field Administrators			
Control Impedance Tactics	Classroom	16	16
Firearms Requalification	Range	16	16
All CCD OC Qualified Staff			
OC Refresher	Classroom	0.5	0.5
All EID Qualified Staff			
Electronic Control Device (ILT)	Classroom	2	2

Total Training Hours	**FY19**	**FY20**
AIS training hours for all agency staff	15.5	12.5
Additional hours for agency supervisors	0.0	2.0
Additional hours for facility staff	3.0	3.0
Additional hours for custody staff	23.5	23.5
Additional hours for OC qualified staff	0.5	0.5
Additional hours for All CCD staff	3.0	3.0
Additional hours for designated CCD staff	32.0	32.0
Additional hours for EID qualified staff	2.0	2.0

Instructor Development Courses

Foundations for Delivery

Previously known as BESI, this course is a foundational course on classroom facilitation for individuals who wish to instruct for the agency. The course includes a general overview of the theory and application of classroom facilitation, adult learning and retention, effective classroom practices and how to create a safe learning environment for learning. Participants will learn and practice basic classroom facilitation techniques including how to utilize classroom materials and will discuss the responsibilities and legal liability of the classroom facilitator. Through modeling of the best practices and latest techniques in delivery, participants will gain a strong foundation in the skills critical to effective classroom facilitation. Participants will be required to demonstrate facilitation techniques during the course and must show proficiency prior to course completion.

Individuals interested in attending should submit an application via the TDU Help Desk Application.

Facilitator Development Workshops

The workshops are for individuals who have previously completed Foundations for Delivery and will be facilitating in-service or stand-alone courses. The workshop provides a short refresher of facilitation expectations covered in the Foundations for Delivery, a review of the specific lesson they will be facilitating and any additional topics needed based on course content. Through participation and discussion, both as a participant during the review of the course as well as a facilitator during the hands- on portion, individuals gain an understanding of the specific course they will be facilitating. Participants are required to facilitate portions of the course to demonstrate their proficiency and understanding of the course material to successfully complete the course.

Instructor Development Delivery Dates FY19

Instructor development course are scheduled in various locations throughout the state on an as-needed basis.