



Department of  
Rehabilitation & Correction



Department of  
Youth Services

**REGINALD A. WILKINSON  
CORRECTIONS TRAINING  
ACADEMY  
2019  
ANNUAL REPORT**

**Fiscal Year 2019  
July 2018 – June 2019**

**Mike DeWine, Governor**

**Annette Chambers-Smith, DRC Director**

**Ryan Gies, DYS Director**

**H. Mark Hooks, CTA Superintendent**

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# Reginald A. Wilkinson Corrections Training Academy

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The Reginald A. Wilkinson Corrections Training Academy (CTA) provides quality training and customer service to employees of the Department of Rehabilitation and Correction (DRC), the Department of Youth Services (DYS), and agency partners. CTA's dedicated staff is responsible for the development, coordination, and implementation of training sessions that provide students with individual and professional development opportunities through DRC's New Employee Orientation (NEO) program, DYS' Preservice program, and the required and specialized in-service trainings for both agencies. CTA also hosts a wide variety of trainings and special events.

The curricula for NEO, Preservice, and In-service programs are developed based on the needs of staff in the field as identified through training assessments, agency updates, and suggestions from staff and agency leadership. Annually, CTA offers numerous e-learning courses and continues to expand its program offerings based on the identified needs of our stakeholders. Curricula is developed and enhanced through collaboration with DRC's statewide Training Advisory Council (TAC), the National Institute of Corrections (NIC), and other correctional and outside criminal justice professionals.

Both, DRC's NEO and DYS's Preservice programs are required for all staff beginning their careers with both agencies and the private institutions that DRC is partnered with. The objective of these programs is to prepare staff to be confident and competent in their jobs and to provide the agency with employees who are better prepared to serve in a correctional environment.

CTA offers a variety of specialized in-service training programs designed to complement annual in-service training while meeting the professional development needs of each employee. Specialized in-service programs are managed by CTA staff who consult with subject matter experts and instructor trainers to develop, update, and improve these programs. The CTA In-Service Course Catalog is a compiled listing of all specialized in-service trainings being offered by the academy on a quarterly basis. The course catalog can be accessed on the [CTA intranet](#) or [DRC's Internet](#).

# Administration

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## Activities and Accomplishments

- During FY19, CTA continued to institute formal partnerships with colleges and universities and currently has 15 partnerships.
- On July 1, 2018, DYS changed their training year to the fiscal year calendar (July 1 – June 30) from the calendar year (January 1 – December 31), to be consistent with the training calendar used by DRC.
- In November 2018, employees from DRC & DYS successfully completed the Executive Leadership program.
- On March 22, 2019, DRC's Training Advisory Council met at CTA and established the FY20 in-service training mandates based upon the recommendations submitted by agency leadership and the results of the Annual Needs Assessment.
- May 7, 2019, CTA hosted the DYS Employee Recognition Ceremony.
  - Terrence Arthur of the Cuyahoga Hills Juvenile Correctional facility was selected as DYS's Youth Specialist of the Year.
  - Alisha Rushing, Operations Manager, was selected as DYS's Employee of the Year.
  - Bryan Weimerskirch, Senior Parole Officer, was recognized as DYS's Community Engagement Liaison of the Year.
- May 10, 2019, CTA hosted the Ronald C. Marshall Correction Officer of the Year Banquet.
  - Aaron Rife of the Pickaway Correctional Institution was selected as DRC's Officer of the Year.
  - The ceremony was attended by special guest, Governor Mike DeWine.
- In FY19, Superintendent Hooks proposed creating additional opportunities for DRC and DYS staff to develop their leadership skills beyond the existing track offered.
  - On June 17&18, 2019, CTA held its first John Maxwell Company leadership training (The 5 Levels of Leadership).
  - CTA will continue to bring back the Maxwell team for leadership trainings and workshops to aid staff in their personal and professional development.
- The Internal Management Audit (IMA)/American Correctional Association (ACA) audit cycle was adjusted, moving the CTA IMA to July 30-31, 2019, and the ACA audit to September 18-19, 2019. More detail will be provided in the FY20 Annual Report, but CTA did receive 100% in all categories on both audits.

\*Due to DYS's switch to the fiscal year calendar for their training cycle in July of 2018, all of the DYS information provided (with the exception of Business Office data) is based on an 18month time span that includes January 1 – June 30, 2018 to capture the 6 months not captured in previous annual reports.

## 2018 Executive Leadership



## Fall 2018 Correctional Management



# DYS Employee Recognition Ceremony, May 7, 2019



# DRC Memorial Ceremony and Correction Officer of the Year Banquet, May 10, 2019



# John Maxwell's 5 Levels of Leadership, June 17-18, 2019



## Personnel Updates

- In FY19, changes were made to the position titles of CTA employees.
  - The four employees who supervise each of the four units at CTA are now referred to as Academy Unit Supervisors.
  - CTA's Program Administrator 2 title was changed to Academy Training Developer.
  - A new classification was also developed, Academy Training Analyst, to create a career step between the bargaining unit Training Officer position and the exempt Academy Training Developer position.
- Mark Hooks, Superintendent came to CTA in April of 2019 after serving as Warden at Ross Correctional Institution for 5 years.
- Jason Rankin, Academy Training Analyst, was promoted to this newly created position after serving as an Academy Training Officer for 2.5 years.
- Brian Young, Academy Training Analyst, came to CTA after working as a Correction Officer at Southeastern Correctional Institution for 7 years.
- Dennis Franks, Training Officer, came to CTA after 7 years as a Correction Officer at Southeastern Correctional Institution.
- Ashley Kerr, Training Officer, came to CTA after serving as a Correction Officer at Belmont Correctional Institution and the Corrections Reception Center for 6 years.
- Troy Hott, Maintenance Repair Worker 3, comes to CTA after spending 14 years with OPI and serving the State of Ohio for 27 years.
- Clifton Chapman, Academy Training Developer, came to CTA after serving as a Training Officer and Juvenile Corrections Officer at the Circleville Juvenile Correctional Facility.
- Deanna Clark, Academy Training Developer, came to CTA after working as an Operations Manger and a Juvenile Corrections Officer at the Cuyahoga Hills Juvenile Correctional Facility.
- Kelly Walkauskas, Technology Based Training Developer, came to CTA after serving as a Disability Claims Adjudicator II at Opportunities for Ohioans with Disabilities.
- Sarah Bowling, Technology Based Training Developer, came to CTA after working as a Hearing Officer with the DYS Release Authority.



As pictured from left to right: Mark Hooks, Bryan Young, Ashley Kerr, Dennis Franks & Troy Hott



As pictured from left to right: Deanna Clark, Sara Bowling, Clifton Chapman & Kelly Walkauskas

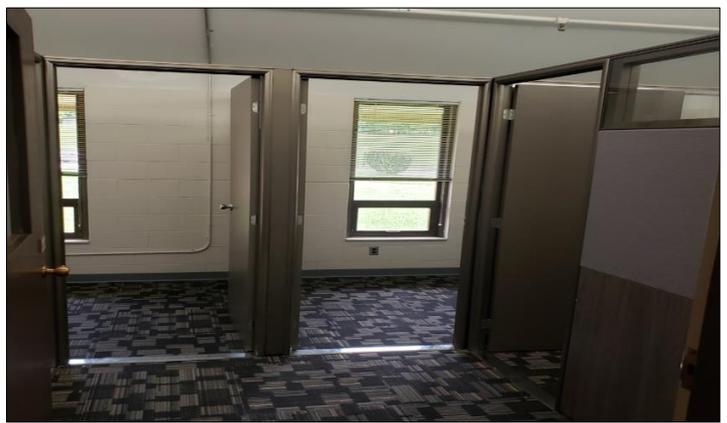
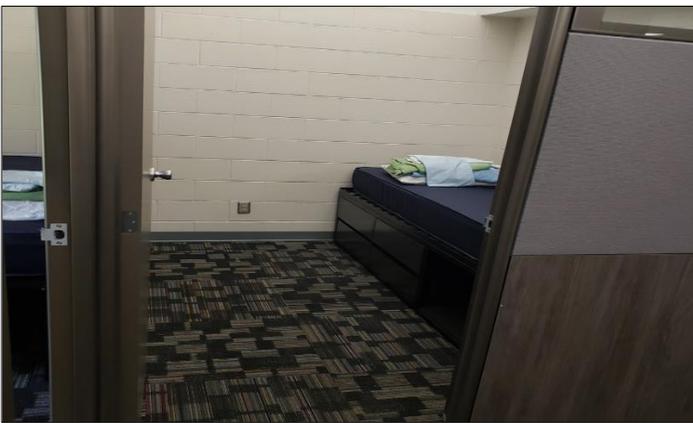
# CTA Operations

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## Activities and Accomplishments

In FY19 the Oakwood building, which serves as the female dormitory, was renovated. New flooring was installed in all the hallways and dorm rooms, as well as the common area. By installing wall dividers with doors, dorm rooms were redesigned to provide students with more privacy and a space of their own during their stay. Each of the individual spaces have been outfitted with a new bed that also provides storage for personal items, an ottoman, and a desk with an LED desk lamp.

The Briarwood and Beechwood buildings are in the process of receiving the same renovation upgrades as Oakwood.



Additionally, CTA began a roofing project in FY19. CTA's roofs were in serious need of replacement. In addition to the roofing, the fascia boards and exposed wood was replaced, and new metal flashing and gutters were added to the Oakwood, Briarwood, Beechwood, and Pinewood buildings.



CTA's food service contract was up for renewal in FY19. AVI Food Systems was re-awarded the contract through an open-bid process. With the quality service received from AVI in the past, we look forward to continuing working with them moving forward.

### **FY19 Operational Facts**

- 56,107 meals were served to CTA students.
- CTA is responsible for the maintenance of 60 acres.

## Business Office

- CTA received \$523,773.32 in revenue for external training fees.
- CTA collected \$4,090.90 in recycling funds.

### CTA Budget Fiscal Year 2019

<b>DRC Budget</b>	
GRF/500/503321 Payroll	\$535,458.34
GRF/500/504321 Payroll	\$2,747,951.40
<b>Total Payroll</b>	<b>\$3,283,409.74</b>

GRF/510/504321	\$75,172.17
GRF/510/501321/5050C/AVI	\$298,822.61
GRF/520/504321	\$462,520.80
GRF/520/503321	\$120.00
GRF/520/501321	\$433,085.43
GRF/530/504321	\$12,849.38
<b>Total GRF Budget</b>	<b>\$1,282,570.39</b>

5710/510/501606/5300C	\$4,125.00
5710/510/501606/5050C/AVI	\$131,950.00
5710/520/501606/5300C	\$337,925.00
5710/530/501606/5300C	\$131,864.00
<b>Total 5710 Budget</b>	<b>\$605,864.00</b>

5AF0/520/501609/5000C	\$3,381.00
<b>Total 5AF0 Budget</b>	<b>\$3,381.00</b>

<b>Total FY2019 DRC Budget</b>	<b>\$5,175,225.13</b>
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<b>DYS Budget</b>	
GRF/510/470401/5800C	\$17,655.00
GRF/520/470401/5800C	\$191,645.00
GRF/530/470401/5800C	\$19,400.00
<b>Total FY2019 DYS Budget</b>	<b>\$228,700.00</b>

# DRC Curriculum Development

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## E-Learning Overview

Curriculum Development staff created several new courses for CTA, including:

- 702 Web-Based Training (WBT) NEO exams
- 44 WBT courses for in-service
  - Out of the 44 WBT courses, 20 were developed for FY19 training requirements.
  - There were 227,052 employee completions of DRC WBT courses, for a total of 113,256 training hours.
- Enterprise Learning Management (ELM) Agency Administrators created a total of 14,468 Instructor Led Training (ILT) activities with 489,079 staff enrollments in these ILTs. There was a total of 1,051,020.49 ILT hours.

## FY19 Defensive Tactics Subject Control (DTSC)

The following courses were conducted

- Four DTSC Instructor courses were held at CTA.
- One Edge and Blunt Weapons class was conducted.
- One Weapon Retention class was conducted.

## FY19 Use of Force (UOF)

- Created the FY20 training requirement for the UOF end user lesson plan.
- Held four UOF Instructor classes at CTA.

## FY19 Instructional Skills

- Nine 40-Hour Instructional Skills courses were conducted
  - Eight classes were conducted at CTA.
  - One class was conducted at a regional location.
  - 207 students successfully completed the class.
- Five 8-Hour Instructional Skills courses
  - Four classes were conducted at CTA.
  - One class was conducted at a regional location.
  - There were 62 students who successfully completed the class.
- Eight Instructor Trainers were developed for the Instructional Skills program.
- An Instructor Trainer meeting was held to revise the curriculum for both the 40-Hour and 8-Hour Instructional Skills courses.
  - Changes were made and pre-requisite e-Learning courses were developed for both courses to allow more time for students to practice facilitation skills in the classroom.

## **Developing a Curriculum (DACUM)**

The Curriculum Development staff conducted a DACUM with eight DRC and DYS leaders to aid in the creation of a new leadership track.

## **Policy Administration**

- Curriculum Development staff assumed the duties of managing the 39-TRN-series and 38-CED-06 policy.
- All CTA owned policies were reviewed and implemented by July 29, 2019
- Significant revisions noted for 39-TRN-04 Training Lesson Plans and 39-TRN-14 Leadership Training.
- Two new lesson plan templates (Traditional & Instructional Theory into Practice) were created to update and replace the previously used lesson plan template and placed in the shared folder.

## **FY20 Training Requirements**

Curriculum Development staff created, assisted in the creation of, and/or reviewed required trainings for the below FY20 topics.

- Active Aggressor
- Critical Incident Management
- Drug Identification
- Security Threat Groups
- Staff Wellness
- APA Transport, Arrest Search and Seizure (revised)
- APA Field Tactics (revised)
- Worked with field training staff to create site-specific training

In-person Training for Trainers was conducted in multiple locations for the above listed courses.

## **ACA Coordination**

- Curriculum Development staff assumed the duties of IMA/ACA accreditation coordination for CTA.
- An Internal Management Audit did not occur in FY19 as the IMA date was moved back to July 30-31, 2019.

# DRC New Employee Orientation

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## Activities and Accomplishments

The NEO training provides all new hires with a foundation of departmental policy and procedure. All new hires must successfully complete a total of 120 hours of training at CTA. All new correction officers attend an additional 40 hours of firearms, transportation, and OC training. Healthcare staff attend an additional 24 hours of training.

CTA constantly strives to ensure new hires are receiving the most up-to-date, relevant information to prepare them to be confident and competent in their jobs.

In FY18, 8.5 hours of scenario-based training was added to the NEO curriculum. In early 2018, a level three evaluation was conducted to assess the effectiveness of the new learning method.

## NEO Level 3 Evaluations and Focus Groups

The Corrections Training Academy trains approximately 1,600 new staff per year. CTA strives to ensure we are meeting the needs of the new hires and the facilities/worksites. An Annual Needs Assessment via an online survey is conducted along with course evaluations, focus groups, and interviews with supervisors to collect data to be analyzed and applied to the New Employee Orientation curricula. The following is an overview of the method and an overview of the data collected from January 2017 to January 2018.

### Level 3 Survey:

The survey was designed to gather information regarding the new hire's experience at CTA as well as with the On-Job Training (OJT) conducted at the worksite.

#### Survey Recipients:

712 staff (started NEO between 1-2018 and 9-2018)

#### Respondents:

162 total staff responded (23%)

Correction Officers:	114
Medical Staff:	22
Mental Health Staff:	11
Parole Officer:	9
Other:	6

**Question:** Overall, do you feel you received enough training in NEO to adequately perform your job duties?

Yes: 87% (140)

No: 13% (22)

**Question:** On a scale of 1 to 5, how would you rate your overall experience with your OJT coach?

- Superior/Good: 42% (68)
- Very poor/poor: 58% (94)

**Common Suggestions to improve the OJT program:**

- Additional time spent on OJT: 24% (39)
- More scenario-based training: 34% (55)
- Train on every shift: 9% (14)

**Action Taken:**

Determined by each facility

**Focus Groups:**

NEO staff conducted six focus groups with facility staff and select employees that were hired and completed NEO between January 2017 and December 2017.

Dates: March- July 2019

Participants: 140 invited/65 participated

Representation: 19 DRC facilities

The focus group participants were selected by each facility. The only requirement was that they were a probationary employee, having completed NEO within the timeframe of January 2018-December 2018.

The purpose of the focus groups was to determine if/how the information the new hires learned in NEO was able to be applied to their job upon return to their worksite. The focus group participants were asked to identify the main topics (i.e. performance objectives) a new hire needs to know or be able to do upon return to their worksite.

Based on the feedback received from the participants, the current NEO curricula covers most of the main topics and what the staff member needed to know. The need to incorporate scenario-based/hands-on training exists and was discussed at length with the focus groups.

During the focus groups we also asked various questions about their employment up to this point seeking common themes.

**Statistics**

The North Region facilities hired a total of 731 employees.

- 579 custody staff
- 112 non-custody staff

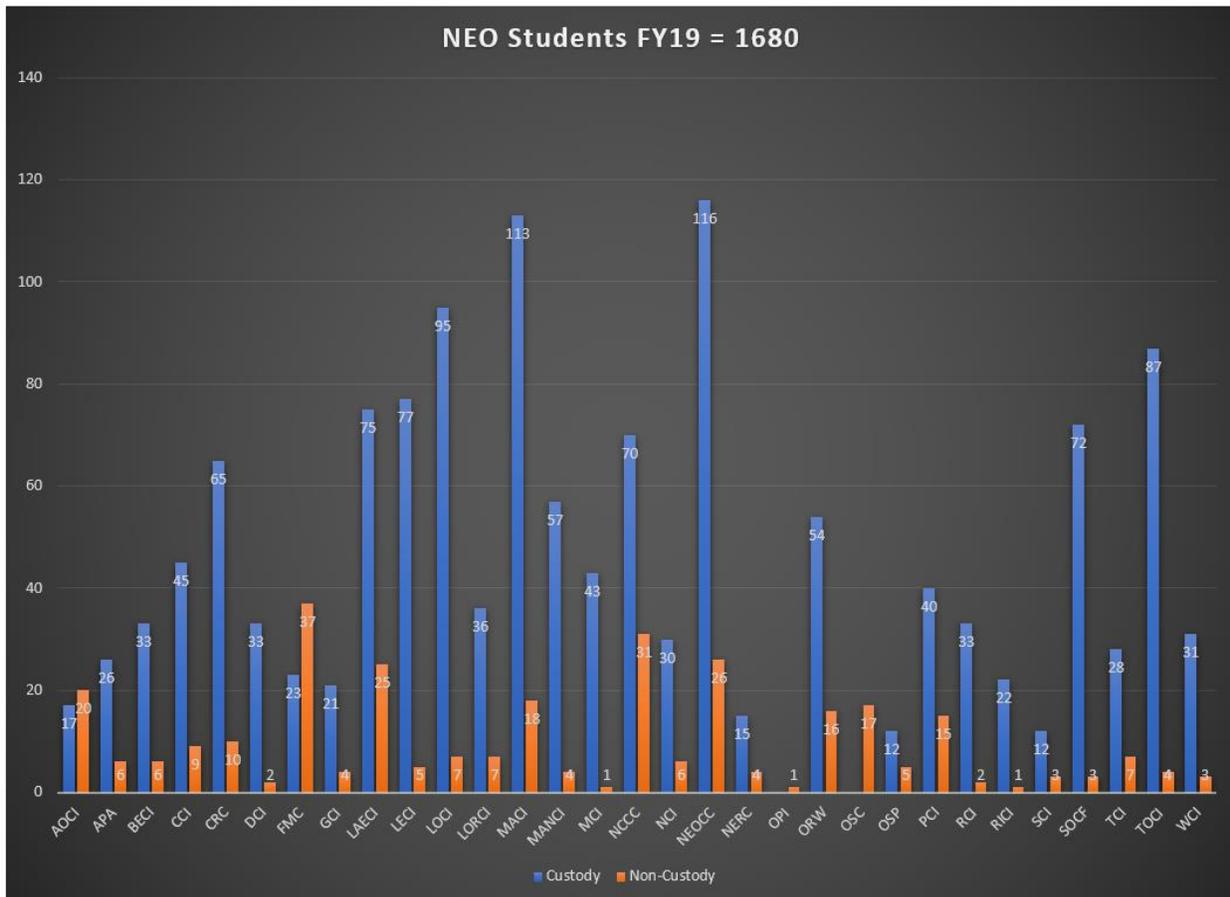
The South Region facilities hired a total of 669 employees.

- 585 custody staff
- 84 non-custody staff

The APA North Region hired a total of 16 staff members, while the APA South Region saw the addition of 21.

CTA conducted 26 NEO classes in FY19. The average class size for FY19 was 65 students consisting of DRC and private prison personnel.

Fiscal Year 2019 NEO Stats	State	LAECI	NEOCC	NCCC	Total
Total Number Completed NEO	1338	100	142	100	1680
Total Custody (Actual Participants)	1115	75	118	71	1379
Total Non-Custody (Actual Participants)	223	25	24	29	301



# DRC Field Support

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## General Activities

CTA's Field Support unit is responsible for the oversight of the in-service training activities occurring in the field (i.e. institutions, Division of Parole & Community Services, and the Operation Support Center) throughout the fiscal year.

Staff in the Field Support unit assisted with and coordinated the following:

- The development of all Training Plans for institutions, Adult Parole Authority (APA) regions, Operation Support Center, and the Corrections Training Academy staff.
- Synchronized regional Use of Force training for trainers.
- Directed site visits at assigned institutions and APA regions.
- Conducted Internal Management Audits for ACA and Ohio training standards.
- Assisted with APA Region Audits.
  - Delivered support in the development and implementation responses to inspection non-compliance.
- Participated with the training officer interview panels and selection process for institutions.
  - Aided institutions with application screening and reviews for training officer positions.
- Completed annual policy reviews.
- Served as Regional Training Advisory Council chairpersons.

## Statistics

Ohio has 28 prisons located through the State that are grouped into 3 regions for administrative purposes.

*The North Region* consists of the following 9 prisons: Allen/Oakwood Correctional Institution (AOCI), Belmont Correctional Institution (BECI), Grafton Correctional Institution (GCI), Mansfield Correctional Institution (MANCI), Marion Correctional Institution (MCI), Ohio State Penitentiary (OSP), Richland Correctional Institution (RICI), Trumbull Correctional Institution (TCI), and Toledo Correctional Institution (TOCI).

*The South Region* consists of the following 10 prisons: Chillicothe Correctional Institution (CCI), Lebanon Correctional Institution (LECI), London Correctional Institution (LOCI), Madison Correctional Institution (MACI), Nobel Correctional Institution (NCI), Pickaway Correctional Institution (PCI), Ross Correctional Institution (RCI), Southeastern Ohio Correctional Institution (SCI), Southern Ohio Correctional Facility (SOCF), and Warren Correctional Institution (WCI).

*The Specialty Region* consists of the following 9 prisons: Correctional Reception Center (CRC), Dayton Correctional Institution (DCI), Lake Erie Correctional Institution (LAECI), Loraine Correctional Institution (LORCI), North Central Correctional Complex (NCCC), Northeast Ohio Correctional Center (NEOCC), Northeast Reintegration Center (NERC), Ohio Reformatory for Women (ORW), and Franklin Medical Center (FMC).

CTA's Field Support staff provides oversight of field training through the collection of data that is compiled through the Annual Needs Assessment, reports from the electronic learning management system, and self-reports by facility training officers and APA assistant regional administrators. The data gathered includes the number of newly hired employees, attendance of mandated 40-hour in-service training courses, by region, the number of bargaining unit staff promoted to exempt positions and physical skills recertifications. These metrics made available by the ELM Fiscal Year Report and self-reported by the institutional training officers and the APA assistant regional administrators.

### **Annual Needs Assessment:**

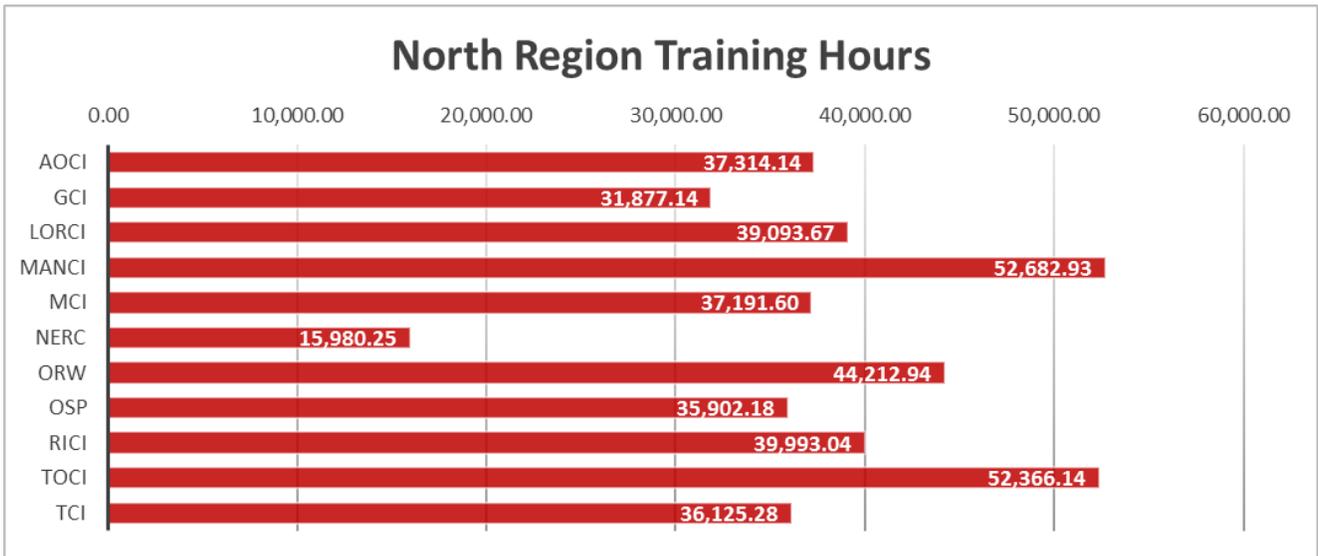
The Annual Needs Assessment is a compilation of DRC staff, wardens, regional administrators, and TAC members' feedback from the distributed survey. This information was compiled and used to create the FY20 training requirement letter that was distributed so that field training professionals and managing officers could create training plans for each site to include these required courses and other necessary site-specific trainings. These trainings are implemented through annual in-service training at each worksite.

At the time of the FY20 Annual Needs Assessment, DRC's institutions were divided into four regions (NE, NW, SE, and SW). For the purposes of this data, there are two identified regions (North and South) with the *Specialty Region* being split between the two.

- Data from LAECI, LORCI, NCCC, NEOCC, and NERC is included in the North Region.
- Data from CRC, DCI, and FMC is included in the South Region.

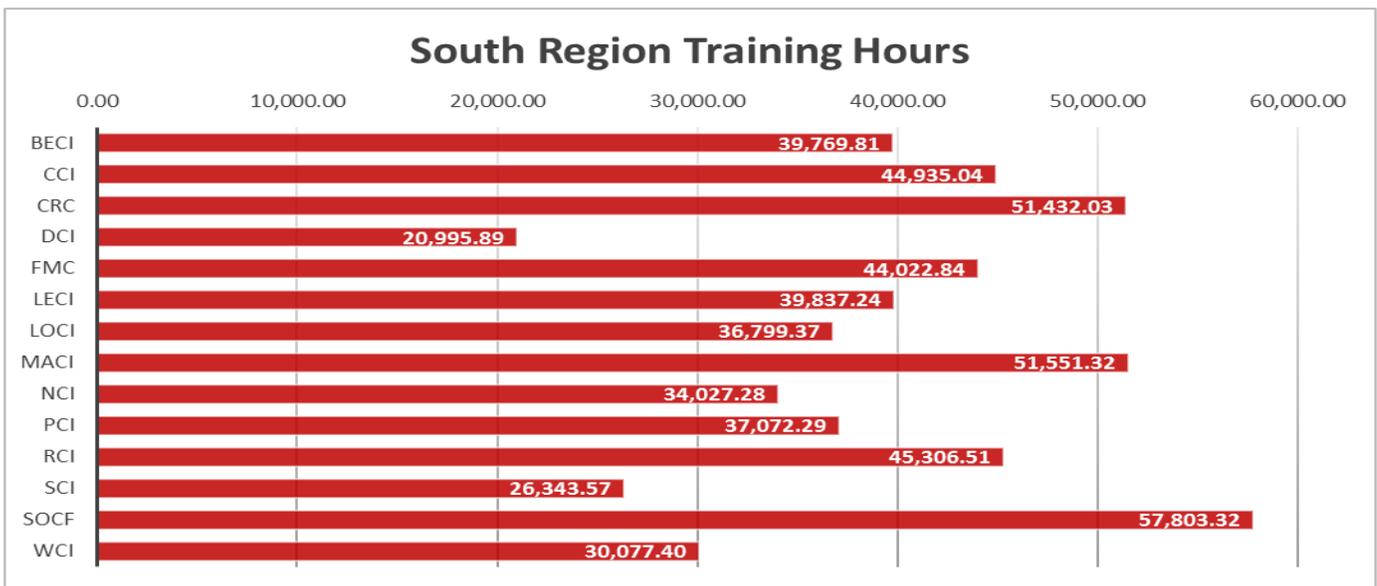
### **North Region Facilities**

- Promotions
  - A total of 40 staff members within the North Region were promoted from union to exempt positions.



### South Region Facilities

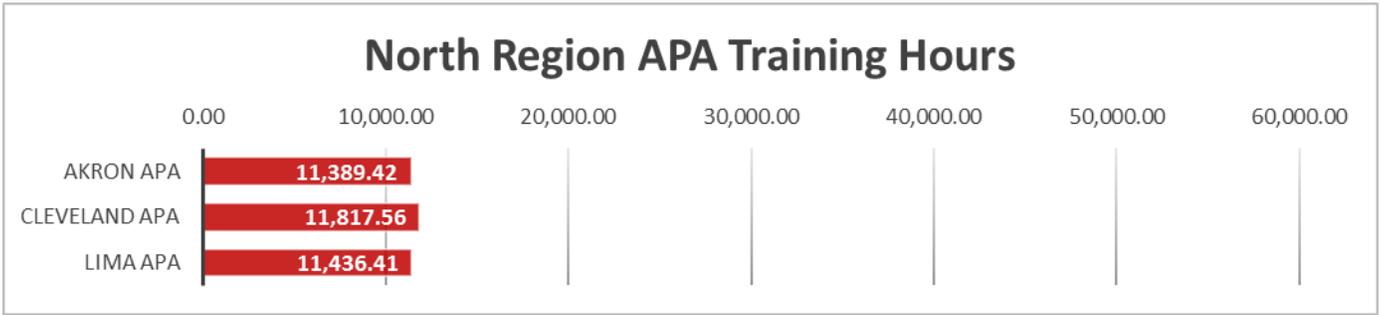
- Promotions
  - A total of 40 staff members in the South Region were promoted from union to exempt positions.



### APA North Region

The APA North Region includes the Akron, Cleveland and Lima APA offices.

- Promotions
  - A total of 2 staff members were promoted from union to exempt positions.



## APA South Region

The APA South Region includes the Cincinnati, Columbus, and Dayton APA offices.

- Promotions
  - A total of 4 staff members were promoted from union to exempt positions.



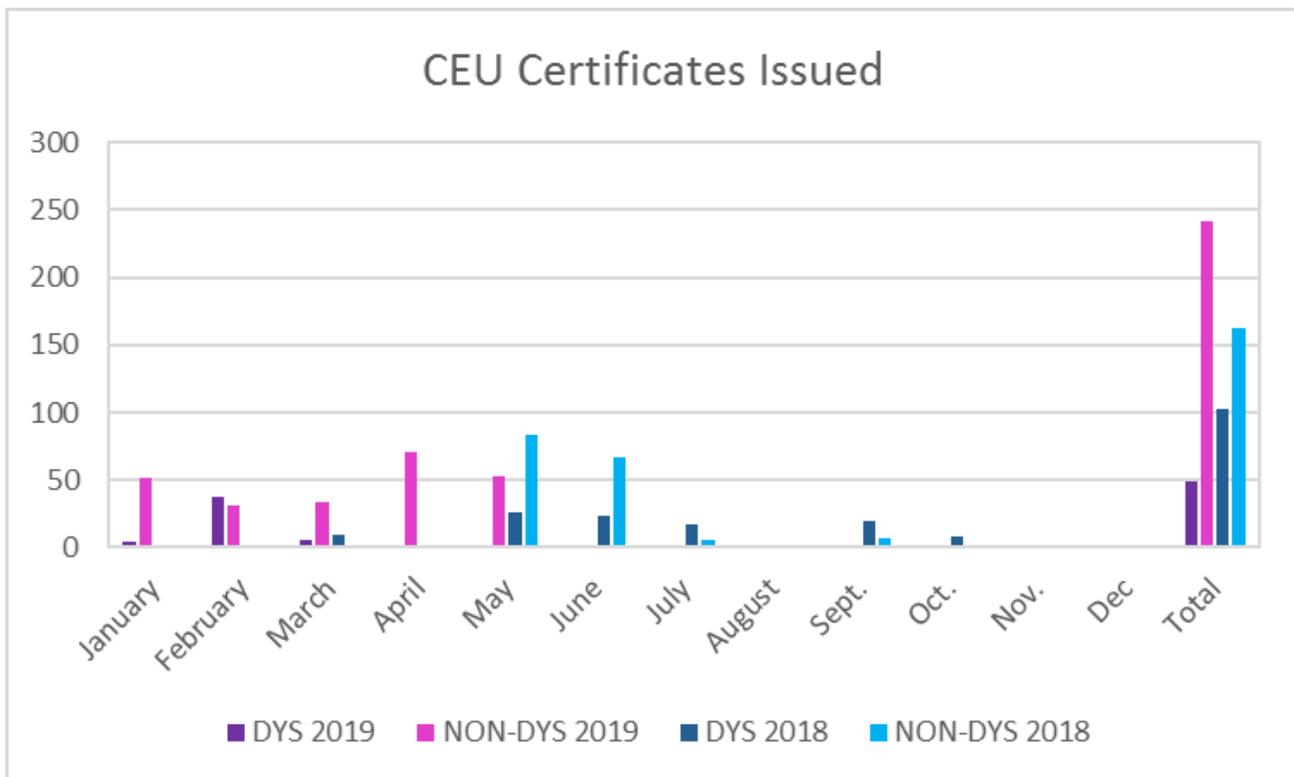
# DYS Continuing Educating Units (CEUs)

## CEU Data

The Training Academy is responsible for continuing education unit (CEU) coordination for ODYS. This process involves obtaining and reviewing curricula, securing approval, and maintaining electronic records.

Due to the DYS training cycle changing to the fiscal year calendar in FY19, the data collection period represented spans from January 2018 through June of 2019, to encompass the six months of information prior to the change of the training cycle.

- There were 23 trainings that were approved for CEU's in 5 content areas:
  - psychology, social work, counselor, substance abuse and marriage and family therapy.
- A total of 556 certificates were issued to ODYS staff and allied professionals for a total of 3,411.5 hours.



# DYS Pre-Service & Field Support

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## Pre-service Onboarding

The CTA Pre-Service training program was offered 10 times in the FY 19 training cycle with class sizes ranging from 17-44.

From January 1, 2018 to June 30, 2019, 287 new employees attended DYS's basic training program.

- The average number of training hours completed by each student during Pre-Service is 126 hours.
  - There were a total of 17,443 pre-service training hours January 1, 2018 to June 30, 2019.



## In-service

From January 1, 2018 to June 30, 2019

- DYS employees completed 51,602.5 hours of in-service training.
- There were a total of 22,949 enrollments in in-service training.

Total # Training Hours Provided by CTA	69046.2
Total # of Enrollments	23236
Total # of Pre-Service Training Hours	17443.7
Total # of In-Service Training Hours	51602.5