

Survey – Current Status of Jail CTO Programs
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Center for Innovative Public Policies, Inc.
www.cipp.org

Introduction

In June and July 2019, CIPP undertook a web-based survey to gain an overview of the current status of correctional training officer (CTO) programs in jails. The authors were able to locate very little data about jail-based CTO programs, and believe asking the field was a first step to producing a Toolkit helpful to those stakeholders. For information about the upcoming Toolkit, go to <http://www.cipp.org/jail-corrections-trainingfield-training-programs.html>

The survey was developed, then field-tested by jail professionals, edited from the field-test comments and placed on-line on for 30 days. Notification of the availability of the on-line survey was on the “list serves” of the National Jail Leadership Command Academy, Texas Jail Association, and via the American Jail Association’s bi-weekly *Alert*. These “list serves” reach thousands of jail professionals. The survey was closed on July 26, 2019.

There are approximately 2,800 local jails in the United States according to the Bureau of Justice Statistics. This survey received 141 responses. Concerning to the authors was the small response as several thousand professionals had information about, and access to the survey. This perhaps suggests reasons for the low response are that CTO programs are not widely implemented, or not formally implemented (e.g. grounded in written directives and having validated standard evaluation guidelines).

The survey’s methodology did not attempt to determine if there were multiple respondents from the same agency. The authors do not make any claim of scientific rigor for this survey, rather results are used to identify issues of shared concern, current practices by respondents, needs of the field, and areas of future study.

General Findings

In general, the findings of most interest in terms of defining the content of the Toolkit, suggesting “next steps” are:

1. There is not a unified approach or vision of CTO program in America’s jails, as is seen in policing/law enforcement.



2. There are no “models” for CTO programs as is seen in law enforcement with the San Jose, Reno, or PTO models. Jails appear to be adapting law enforcement/policing models the best they are able. There is wide diversity in how the program operates, the length, how CTOs are trained, how many CTOs evaluate a new employee, how CTOs are trained, and documentation.
3. It appears that limited resources, lack of strong leadership commitment, staffing shortages, consensus on program length and content, and absence of standardized evaluation guidelines limit the potential positive impact of CTO programs.
4. The size of an agency (as indicated by their average daily inmate population) is not a defining element of CTO programs: in other words, the authors anticipated the smaller the organization, the less likely to have a CTO program, and the larger the agency the more sophisticated the CTO program. This was not the case, also indicating the additional work that is needed across all-sized jails.
5. Less than two-thirds of responding agencies report they have standardized evaluation guidelines to assure objective review of new hires and assure reliability among raters.
6. There is no agreement on program length. The authors anticipated that the larger the agency, the longer the CTO program; this was not the case.
7. Only half of responding agencies report a job description for a CTO/FTO. This raises questions about recruitment, selection, and supervision of CTOs.
8. Seventeen percent (17%) of responding jails report no selection process for CTOs. Some jails report they rely on volunteers to be their CTOs.
9. Thirty-four percent (34%) of jails with an average inmate daily population of more than 1,000 do not require CTOs to complete training before they mentor a new employee. Overall, 71% of agencies require training before the CTO begins their duties.
10. The length of CTO training varies from fewer than 6 hours to more than 12 weeks.
11. The greatest disparity seen in the survey is CTO’s monetary and non-monetary compensation. While most likely some of these issues are governed by collective

bargaining agreements, jails reported providing NO compensation to CTOs, to 5% of 8% of their annual salary. Some jails provide as little as \$.50/hour for a CTO when they are training a new employee. Thirty-eight percent (38%) of responding jails indicated NO *non-monetary* incentives for CTOs, such as insignia, uniforms, choice of days off, choice of leave days, etc. This seems to be an area requiring attention – both monetary compensation and incentives. Jails report difficulty in recruiting CTOs and retaining CTOs, and this information seems to suggest a probable reason.

12. There is no agreement on how many CTOs evaluate a trainee.
13. There is no agreement on whether trainees are required to demonstrate proficiency working all shifts. Jails have unique functions on different shifts, and exposing new employees, who will likely work those non-day shifts, to this work seems critical.
14. Fifty-seven percent (57%) of respondents believed **both** that the CTO program was very successful or successful in retention of recruits/trainees and improved retention of deputies/officers who serve as CTOs. This number was less in smaller agencies (51%).
15. Importantly, seventy-five percent (75%) of all respondents believed that the program was very successful or successful in improving the new recruits'/trainees' ability to perform job functions. This number was, again, less in agencies with an average daily population under 500 – at 65%.

In the law enforcement/policing profession, FTO programs are considered customary, expected practices. While not all these law enforcement FTO programs are the same, these FTO programs none-the-less exist. In recent years, law enforcement FTO programs have moved toward assuring that changes in the field, including adoption of community oriented policing concepts and attention to implicit bias, are part of their FTO programs. In jails, there is not the shared focus on having programs which meet basic requirements.

The Toolkit will provide additional recommendations and findings.

Review of Survey Results

Agency Responses

The following are summary findings. The survey, itself, following this section.

Q 1 – Overview of Size of Respondent Agencies

Agency Size – the respondents to the survey, by size of jail (average daily inmate population) are as follows, compared to their percentage of all jails as a whole:

ADP/Size of Jail ⁱ	# of Jails	ADP	% of all Jails ADP	# of Respondents	Percent of Respondents
99 or fewer	1488	57,100	7.66%	34	24.11
100- 249	677	111,300	14.93%	19	13.48
250-499	305	109,200	14.64%	29	20.57
500 - 999	205	144,500	19.38%	18	12.77
More than 1000	151	323,600	43.40%	41	29.08
	2826	745,700		141	100

Q 2 – Does your jail have a Correctional Training Officer (CTO)/Field Training (FTO) program?

Of the 141 respondents, 87% reported they had a CTO or FTO program. Of those agencies reporting they had no CTO program, all had average inmate daily populations of under 250.

Q 3 – If your jail does NOT have a CTO/FTO program, how is training provided to new recruits? Check as many as apply.

Of the 14 smaller jails responding, 1 used pre-service classroom training, 7 used on-the-job training, 6 used a combination of classroom and on-the-job training, and 1 reported using on-line classes.

Q4 – If your jail does NOT have a CTO/FTO program, in your opinion, why not? Check as many as apply.

The smaller jails noted these reasons for the absence of a CTO program:

- 50% - lack of staffing
- 43% - lack of knowledge about CTO/FTO programs
- 43% - too small a facility

- 21% - lack of financial resources, or lack of interest by agency employees, or lack of interest by agency leadership

Q 6 – If your agency has a CTO/FTO program, please identify the components of the program. Check as many as apply.

Of the 103 agencies responding, the following was identified:

- 89% - documentation of each day of training noting the trainee’s performance
- 87% - measurable job-related criteria to assess the trainee’s performance
- 85% - person/post responsible to oversee/supervise the CTO/FTO program; and remedial training for underperforming trainees
- 82% - evaluation of the CTO/FTO
- 79% - policy, procedure and/or manual governing the CTO/FTO program; and training for all CTOs/FTOs prior to assuming their duties
- 67% - selection process for CTO/FTO
- 64% - standardized evaluation guidelines assuring reliability of ratings among CTO/FTOs
- 16% - separate or identifiable budget for the CTO/FTO program

The size of the jail, as measured by average inmate daily population, didn’t result in appreciable differences in responses.

Q 7 – The length of your agency’s CTO/FTO program is (not including any trainee remediation).

Of the 103 who responded, the following was reported:

- 3% - less than one week
- 2% - one week
- 9% - two weeks
- 9% - three weeks
- 11% - four weeks
- 6% - five weeks
- 12% - six weeks
- 5% - seven weeks
- 18% - eight weeks

- 19% - longer than eight weeks

Other respondents reported: training was 12 weeks (two agencies), 4 months, the training is proficiency-based, and the training length is based on the performance of the trainee.

Interestingly, the size of the agency did not align with the CTO program's length, as might be anticipated. For example, of the 20 respondents indicating their program was *longer* than eight weeks, 80% (16) had an average inmate daily population of 500 or fewer. Of the agencies with an average inmate daily population of 500 or more, 53% reported CTO programs of four weeks or less.

Q 8 - Is there a job description or post order specifically for the position of CTO/FTO?

Approximately half (52%) of responding agencies indicated there is a job description or post order; 43%, no, and 5% didn't know. Seventy-percent of the respondents indicating they had no job description or post order had average daily inmate populations of less than 500.

Q 9 - The selection process for CTOs/FTOs includes: (check as many as apply):

The selection process for CTOs varies. Of the 17% who reported no formal selection process, 78% have average inmate daily populations of under 500. Agencies most often rely on supervisory recommendations (72%). Volunteers are relied upon in 30% of agencies, two-thirds of which are agencies with average inmate daily populations of under 500.

Q 10 - Are CTOs/FTOs required to complete formal training PRIOR to assuming their duties?

Seventy-one percent (71%) of respondents indicate training *must* be completed before the CTO assumes their duties. However, 34% of the agencies NOT requiring training be completed have average daily populations of more than 1,000. Thirty-one percent (31%) of the smallest agencies in terms of average inmate daily population (fewer than 100 ADP) did not require training be completed before assuming duties.

Q 11 - How are CTOs/FTOs trained? Please check as many as apply.

Q 12 - What is the length of training for CTOs/FTOs?

The respondents identified a combination of strategies to train CTOs:



- 71% required formal classroom training;
- 44% provide on the job training;
- 13% indicate a self-study program; and
- 15% indicate web-based learning.

Eight percent (8%) of respondents indicated they provide *no* formal training to their CTOs; a majority of these have an inmate average daily populations under 500. Several jails noted that their CTOs meet with leadership or CTO supervisors for their orientation and training.

The length of CTOs' training may be governed by state mandates. Often these state-level mandates focus on law enforcement rather than jail based programs. In the absence of specific direction, jails can make an informed decisions by referencing the state level standards for law enforcement field training officers.

The reported training hours provided to CTOs were:

- 6 jails - fewer than 8 hours of training;
- 8 jails - 8 hours;
- 8 jails - 16 hours;
- 16 jails - 24 hours;
- 1 jails - 32 hours;
- 42 jails - 40 hours; and
- 7 jails - more than 40 hours.

There is no pattern to the size of the agencies reporting different training hours, perhaps as dictated by state requirements.

Q 13 - Are CTOs/FTOs paid an additional salary while they have a recruit in training?

Q 14 - What other incentives, than salary, are provided to CTOs/FTOs? Please check as many as apply.

In general, more than half of responding agencies (58%) report they provide additional salary/compensation to their CTOs and in a number of ways, with few commonalities. In summary:

- Hourly salary supplements range from \$.50/hour to \$6.00/hour (18);

- Overtime or compensatory time ranges from 1 hour to 2 hours (12);
- Daily or shift supplements range from \$4 /day, \$60/day to 5% of salary (9);
- Increases in monthly or per pay check range from \$50/month to 8% of salary (15); and
- One agency reported that there was a one-step pay increase given to CTOs.

It is probably inaccurate to suggest based on this information that 40% of respondents don't provide compensation, but it is unreported. The response format does not permit an analysis of the information by size of the jail.

Of those jails reporting non-compensation incentives (62%), the incentives included:

- Choice of days off (3%)
- Choice of shift (4%)
- Compensatory time (5%)
- Promotional consideration (29%)
- Special insignia or uniform (47%)

Other incentives reported included consideration for leave days.

Looking at the size of jails, 64% of jails *not* providing any non-salary incentives have average inmate daily populations of under 500.

Q 15 – How often are trainees evaluated by the CTO/FTO?

Agencies responding indicate that daily evaluations are conducted (78%).

Q 16 – During the CTO/FTO training period, usually what is [are] the number of trainees assigned to each CTO/FTO?

Predominately, 86% of agencies reported that one trainee is, usually, assigned to a CTO. There was no significant difference in this response based on size of the jail.

Q 17 – During field training, the trainee is assigned:

Regarding the format of the CTO period:

- 43% of trainees are assigned to one CTO/FTO; and
- 50% of trainees are rotated among several CTOs/FTOs;

Several respondents noted that the assignments are based on availability of CTOs.

Q 18 – As part of the CTO/FTO program, is the trainee assigned to all shifts?



Sixty-one percent (61%) of the respondents noted that the trainees works all shifts. The split among jails reporting that trainees do NOT work all shifts (38%) is almost equally divided by size of agency.

Q 19 – If a trainee fails any part of the CTO/FTO program, is there an opportunity for training remediation: that is, the trainee is offered additional training?

Q 20 – Has your agency terminated the employment of a probationary trainee based on the trainee’s performance in the CTO/FTO program?

Ninety-eight percent (98%) of respondents indicated remedial training is offered.

Sixty-seven percent (67%) of respondents reported that trainees had been terminated based on their performance in the CTO/FTO program. The split among jails reporting that trainees were *not* terminated (28%) is almost equally shared by size of agency.

Q 21 – Has your agency validated the criteria used to assess the trainee? By validation, the criteria are demonstrated as job-related?

Eighty-two percent (82%) of respondents agreed that their program had been validated. The split among jails reporting that their criteria has been validated is almost equally divided by size of agency. A small number (6%) reported they didn’t know if their criteria had been validated.

Q 22 – Has your agency’s CTO/FTO program been challenged through arbitration, legal action and/or litigation?

The majority of respondents (73%) answered no; with 25% indicating they did not know.

Q 23 – Has your agency evaluated the effectiveness of your agency’s CTO/FTO program?

Of the respondents who were aware of an evaluation, 62% indicated the program had been evaluated. Larger agencies (more than 1,000 average inmate daily population) were more apt to claim they had conducted an evaluation (60%).

Q 24 – This question asked the respondents *opinion* as to whether the CTO/FTO program improved retention of recruits/trainees? Improved retention of deputies/officers who serve as CTOs/FTOs? and Improved the ability of new recruits/trainees to perform required job functions.

Of those offering an opinion:

- 57% believed **both** that the CTO/FTO program was very successful or successful in retention of recruits/trainees **and** improved retention of deputies/officers who serve as CTOs/FTOs; and
- 75% believed that the program was very successful or successful in improving the new recruits/trainees ability to perform job functions.

The opinions expressed by those working in agencies with smaller average inmate daily populations (fewer than 500) were not as optimistic, 51% believing the program was very successful or successful in retaining new employees and CTOs/FTOs; and 65% believing the program improved the new employees' ability to perform required job functions.

Q 25 If your CTO/FTO program is not, in your opinion, optimal, what are the challenges/barriers to improving it? Check as many as apply.

Twenty-nine percent (29%) reported that their program was operating well (split almost in half by responses from larger and smaller agencies). Of those indicating challenges:

- Commitment/interest of agency leadership (20%);
- Employee interest (47%);
- Funding/budget resources (32%); and
- Internal agency culture (21%).

Additional challenges identified selection, training, and supervision of CTOs as major challenges. Other challenges mentioned, but not shared universally were:

- Trainers are teaching things "how they do it" and not according to the agency's training manual/modules; need more consistency and not have CTOs "go rogue".
- Unqualified CTOs because of leadership's refusal to accept input from supervisors concerning poor CTO performance.
- The length of the program as this agency's allotted time (2 weeks) is not sufficient time to evaluate a new hire.
- Turnover and leadership issues.
- Need to rotate recruits among CTOs and shifts.

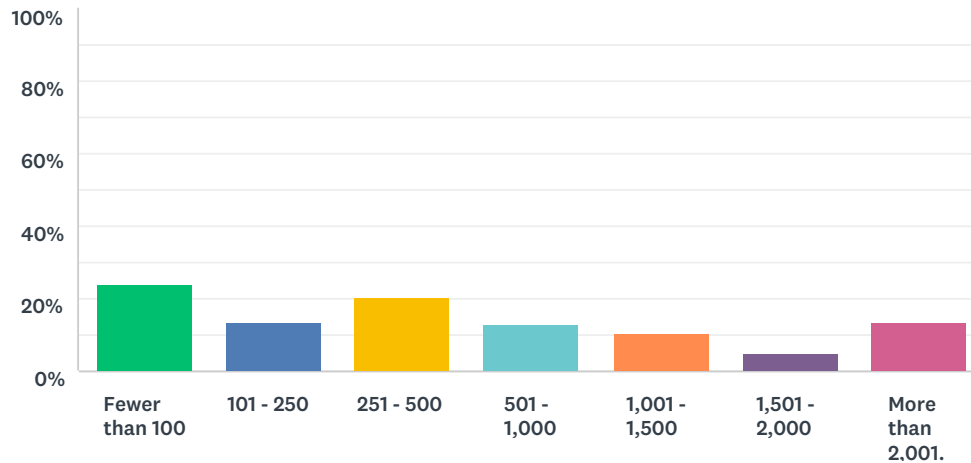
- CTO burnout.

ⁱ <https://www.bjs.gov/content/pub/pdf/ji17.pdf>, Table 8, page 8.



Q1 What is the average inmate daily population of your jail? If there is more than one facility, please report the TOTAL inmate average daily population for all facilities.

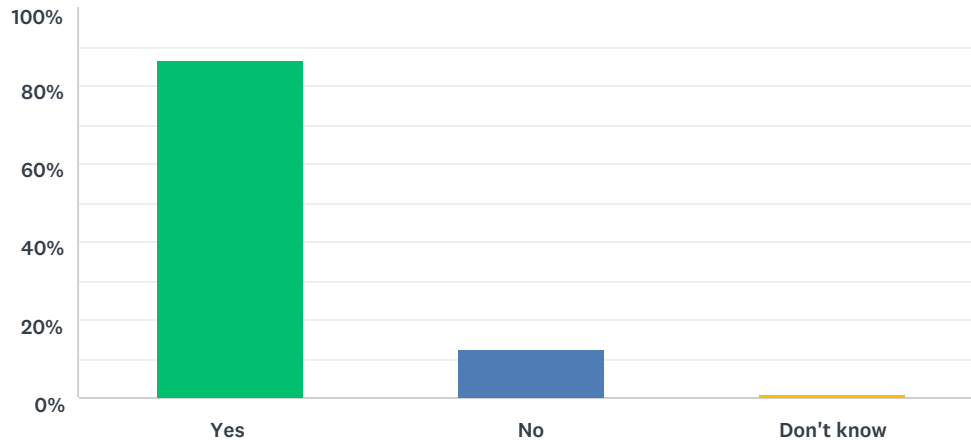
Answered: 141 Skipped: 0



ANSWER CHOICES	RESPONSES	
Fewer than 100	24.11%	34
101 - 250	13.48%	19
251 - 500	20.57%	29
501 - 1,000	12.77%	18
1,001 - 1,500	10.64%	15
1,501 - 2,000	4.96%	7
More than 2,001.	13.48%	19
TOTAL		141

Q2 Does your jail have a Correctional Training Officer (CTO)/Field Training Officer (FTO) program?

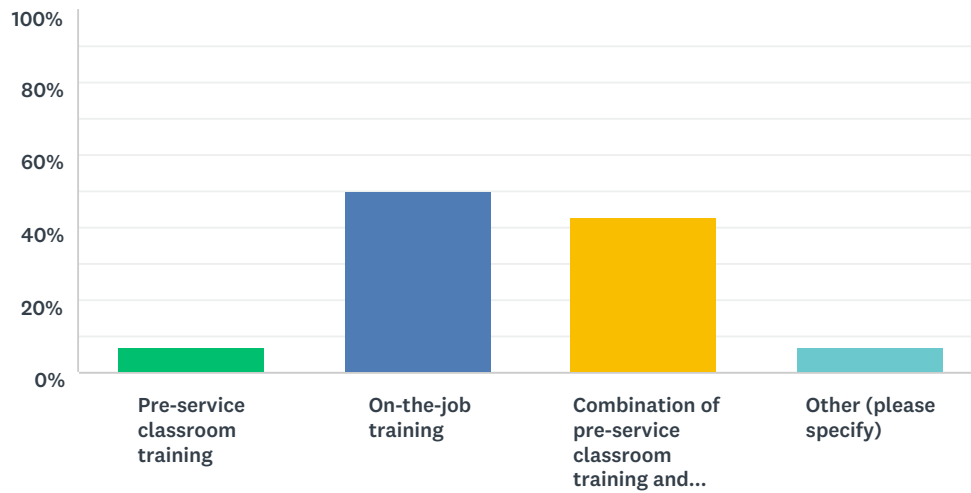
Answered: 141 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		86.52%	122
No		12.77%	18
Don't know		0.71%	1
TOTAL			141

Q3 If your jail does NOT have a CTO/FTO program, how is training provided to new recruits? Check as many as apply.

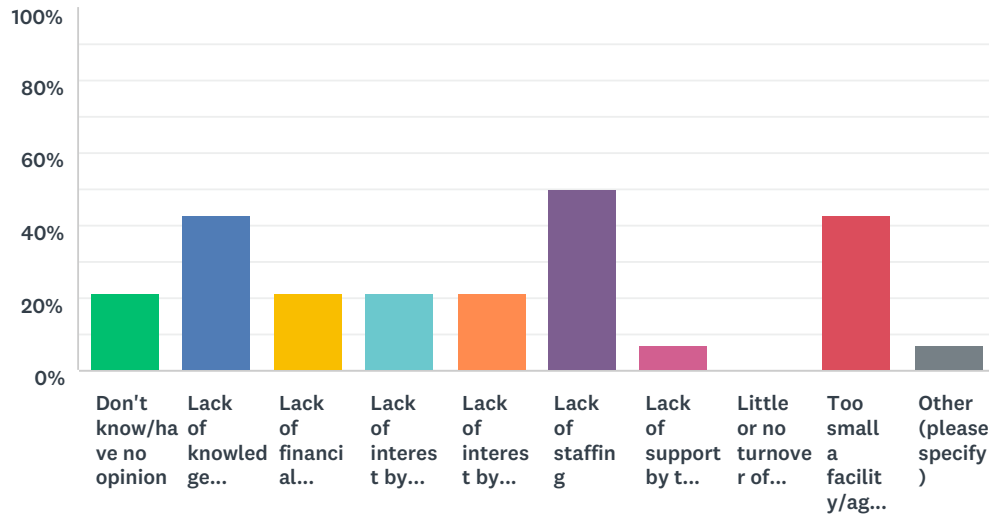
Answered: 14 Skipped: 127



ANSWER CHOICES	RESPONSES	
Pre-service classroom training	7.14%	1
On-the-job training	50.00%	7
Combination of pre-service classroom training and on-the-job training	42.86%	6
Other (please specify)	7.14%	1
Total Respondents: 14		

Q4 If your jail does NOT have a CTO/FTO program, in your opinion, why not? Check as many as apply.

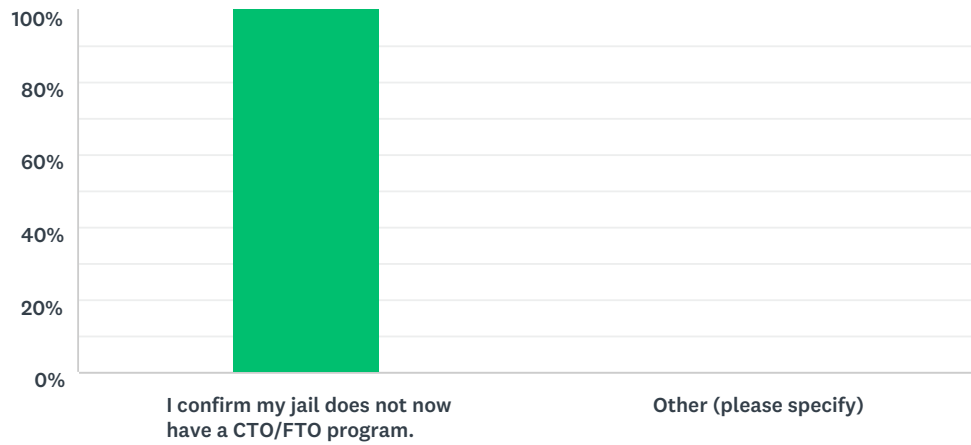
Answered: 14 Skipped: 127



ANSWER CHOICES	RESPONSES	
Don't know/have no opinion	21.43%	3
Lack of knowledge about CTO/FTO programs	42.86%	6
Lack of financial resources	21.43%	3
Lack of interest by agency employees	21.43%	3
Lack of interest by agency leadership	21.43%	3
Lack of staffing	50.00%	7
Lack of support by the funding authority/oversight authority	7.14%	1
Little or no turnover of employee personnel	0.00%	0
Too small a facility/agency	42.86%	6
Other (please specify)	7.14%	1
Total Respondents: 14		

Q5 Thank you for your responses. If your agency does NOT have a CTO/FTO program, you have completed the survey.

Answered: 14 Skipped: 127



ANSWER CHOICES	RESPONSES	
I confirm my jail does not now have a CTO/FTO program.	100.00%	14
Other (please specify)	0.00%	0
Total Respondents: 14		

Q6 If your agency has a CTO/FTO program, please identify the components of the program. Check as many as apply.

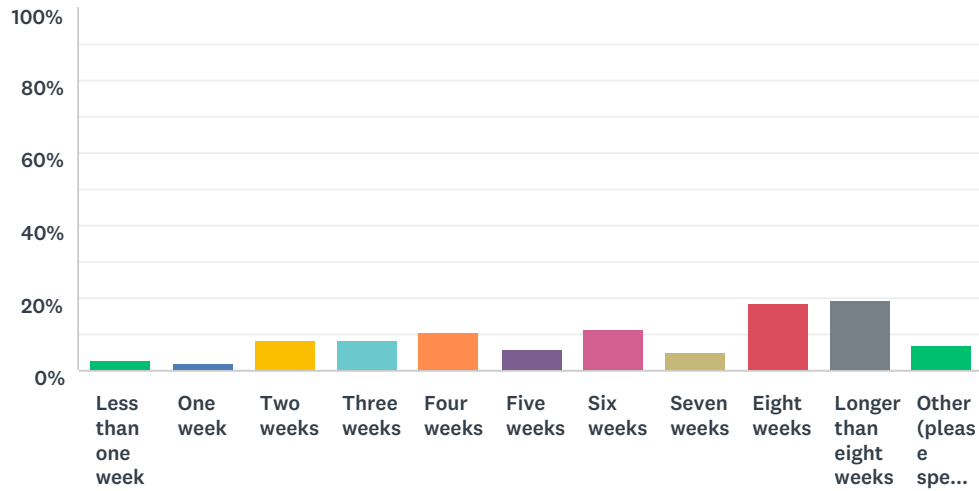
Answered: 103 Skipped: 38



ANSWER CHOICES	RESPONSES	
Documentation of each day of training noting the trainee's performance	89.32%	92
Evaluation of the CTO/FTO	81.55%	84
Measurable job-related criteria to assess the trainee's performance	87.38%	90
Person/post responsible to oversee/supervise the CTO/FTO program	84.47%	87
Policy, procedure and/or manual governing the CTO/FTO program	78.64%	81
Remedial training for underperforming trainees	85.44%	88
Selection process for CTO/FTO	67.96%	70
Separate or identifiable budget for the CTO/FTO program	16.50%	17
Standardized evaluation guidelines assuring reliability of ratings among CTOs/FTOs	64.08%	66
Training for all CTOs/FTOs prior to assuming their duties	78.64%	81
Other (please specify)	9.71%	10
Total Respondents: 103		

Q7 The length of your agency's CTO/FTO program is (not including any trainee remediation):

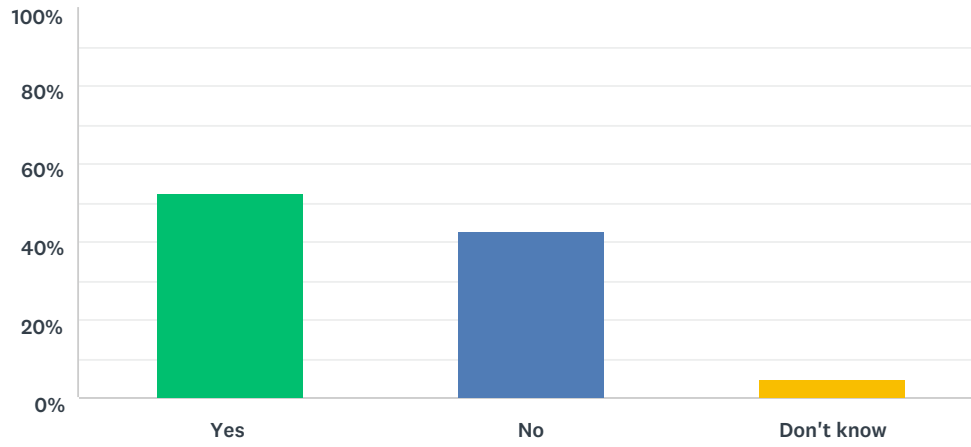
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ANSWER CHOICES	RESPONSES	
Less than one week	2.91%	3
One week	1.94%	2
Two weeks	8.74%	9
Three weeks	8.74%	9
Four weeks	10.68%	11
Five weeks	5.83%	6
Six weeks	11.65%	12
Seven weeks	4.85%	5
Eight weeks	18.45%	19
Longer than eight weeks	19.42%	20
Other (please specify)	6.80%	7
TOTAL		103

Q8 Is there a job description or post order specifically for the position of CTO/FTO?

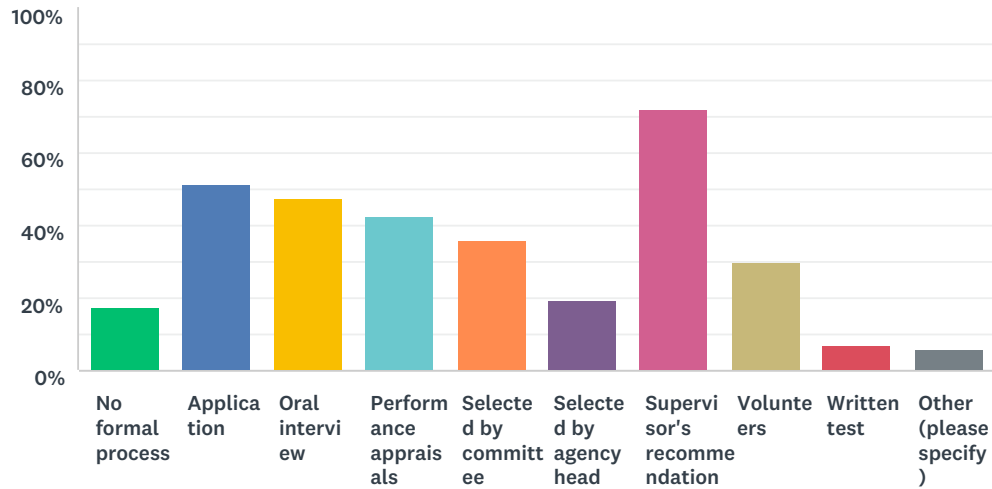
Answered: 103 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	52.43%	54
No	42.72%	44
Don't know	4.85%	5
TOTAL		103

Q9 The selection process for CTOs/FTOs includes: (check as many as apply).

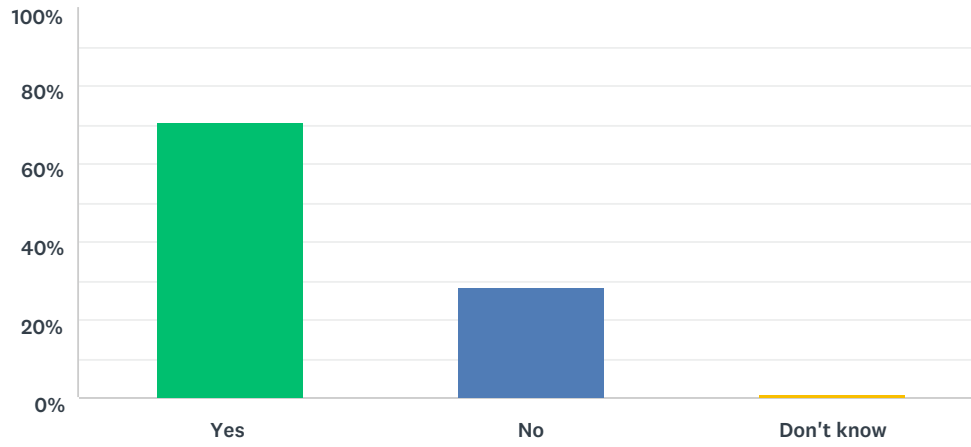
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ANSWER CHOICES	RESPONSES	
No formal process	17.48%	18
Application	51.46%	53
Oral interview	47.57%	49
Performance appraisals	42.72%	44
Selected by committee	35.92%	37
Selected by agency head	19.42%	20
Supervisor's recommendation	71.84%	74
Volunteers	30.10%	31
Written test	6.80%	7
Other (please specify)	5.83%	6
Total Respondents: 103		

Q10 Are CTOs/FTOs required to complete formal training PRIOR to assuming their duties?

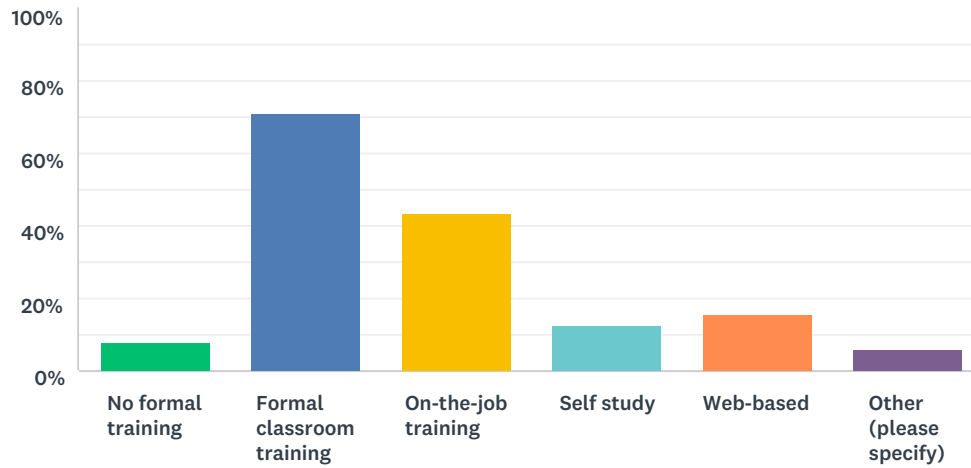
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ANSWER CHOICES		RESPONSES	
Yes		70.87%	73
No		28.16%	29
Don't know		0.97%	1
TOTAL			103

Q11 How are CTOs/FTOs trained? Please check all that apply.

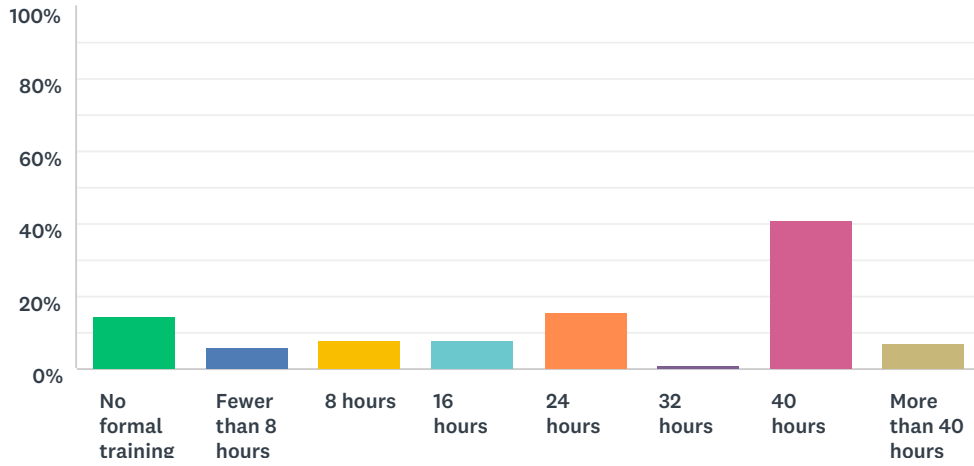
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ANSWER CHOICES	RESPONSES	
No formal training	7.77%	8
Formal classroom training	70.87%	73
On-the-job training	43.69%	45
Self study	12.62%	13
Web-based	15.53%	16
Other (please specify)	5.83%	6
Total Respondents: 103		

Q12 What is the length of training for CTOs/FTOs?

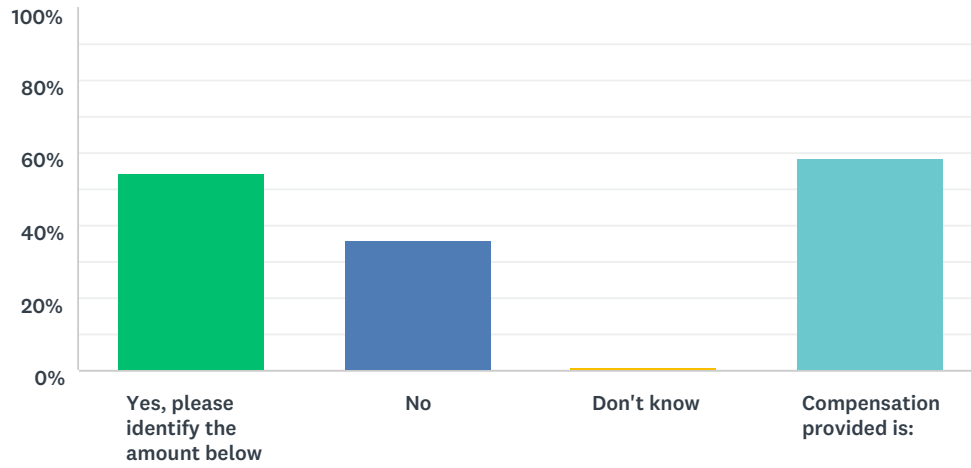
Answered: 103 Skipped: 38



ANSWER CHOICES	RESPONSES	
No formal training	14.56%	15
Fewer than 8 hours	5.83%	6
8 hours	7.77%	8
16 hours	7.77%	8
24 hours	15.53%	16
32 hours	0.97%	1
40 hours	40.78%	42
More than 40 hours	6.80%	7
TOTAL		103

Q13 Are CTOs/FTOs paid an additional salary while they have a recruit in training?

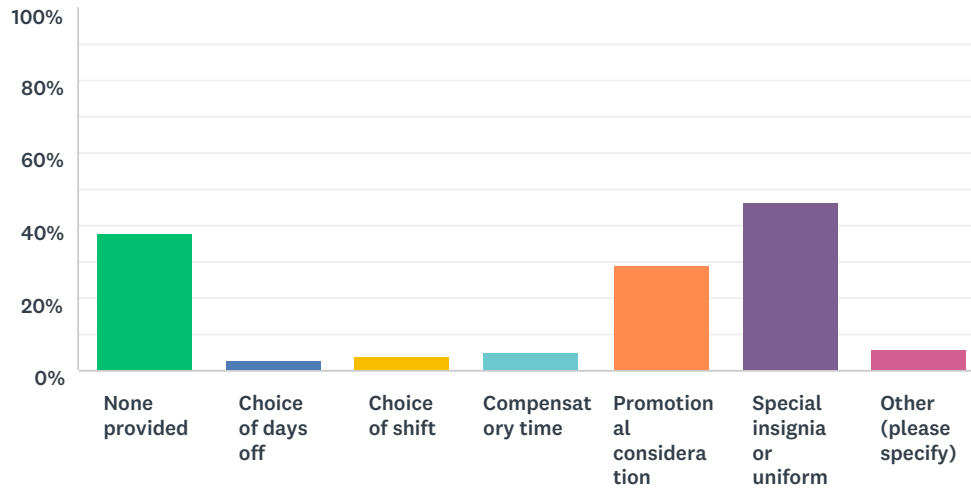
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ANSWER CHOICES	RESPONSES	
Yes, please identify the amount below	54.37%	56
No	35.92%	37
Don't know	0.97%	1
Compensation provided is:	58.25%	60
Total Respondents: 103		

Q14 What other incentives, than salary, are provided to CTOs/FTOs? Please check as many as apply.

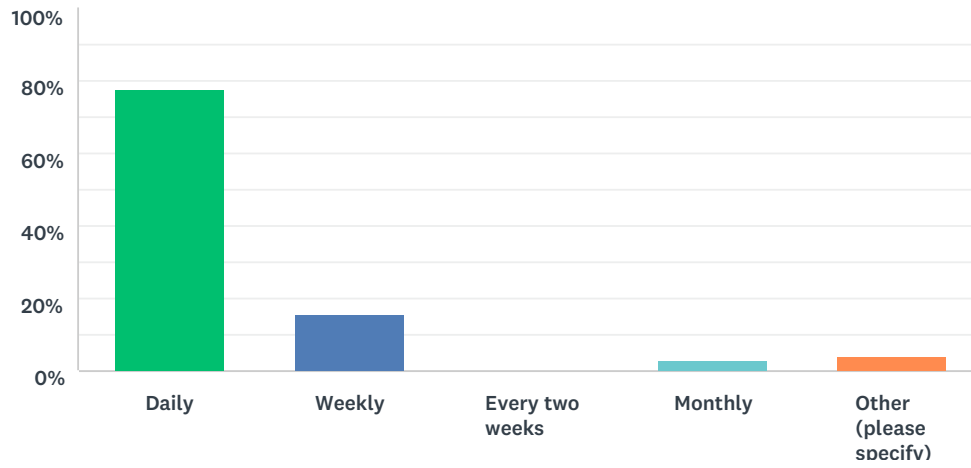
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ANSWER CHOICES	RESPONSES	
None provided	37.86%	39
Choice of days off	2.91%	3
Choice of shift	3.88%	4
Compensatory time	4.85%	5
Promotional consideration	29.13%	30
Special insignia or uniform	46.60%	48
Other (please specify)	5.83%	6
Total Respondents: 103		

Q15 How often are trainees evaluated by the CTO/FTO?

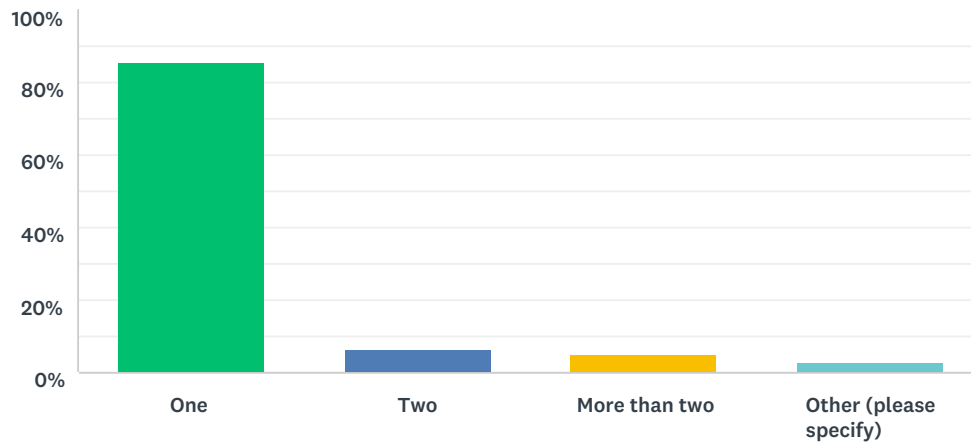
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ANSWER CHOICES	RESPONSES	
Daily	77.67%	80
Weekly	15.53%	16
Every two weeks	0.00%	0
Monthly	2.91%	3
Other (please specify)	3.88%	4
TOTAL		103

Q16 During the CTO/FTO training period, usually what is [are] the number of trainees assigned to each CTO/FTO?

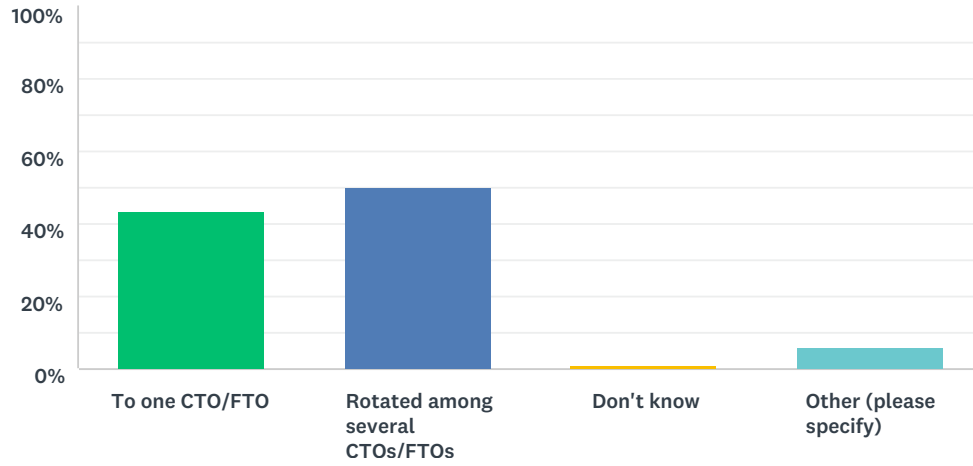
Answered: 104 Skipped: 37



ANSWER CHOICES	RESPONSES	
One	85.58%	89
Two	6.73%	7
More than two	4.81%	5
Other (please specify)	2.88%	3
TOTAL		104

Q17 During field training, the trainee is assigned:

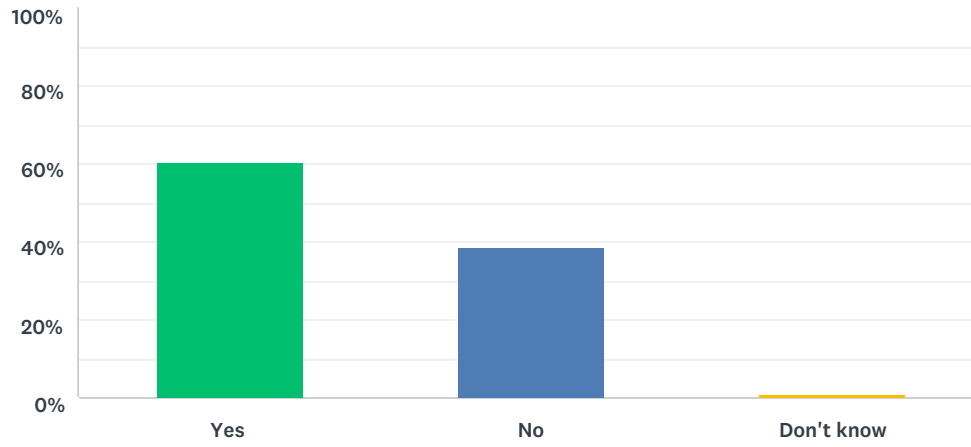
Answered: 104 Skipped: 37



ANSWER CHOICES	RESPONSES	
To one CTO/FTO	43.27%	45
Rotated among several CTOs/FTOs	50.00%	52
Don't know	0.96%	1
Other (please specify)	5.77%	6
TOTAL		104

Q18 As part of the CTO/FTO program, is the trainee assigned to all shifts?

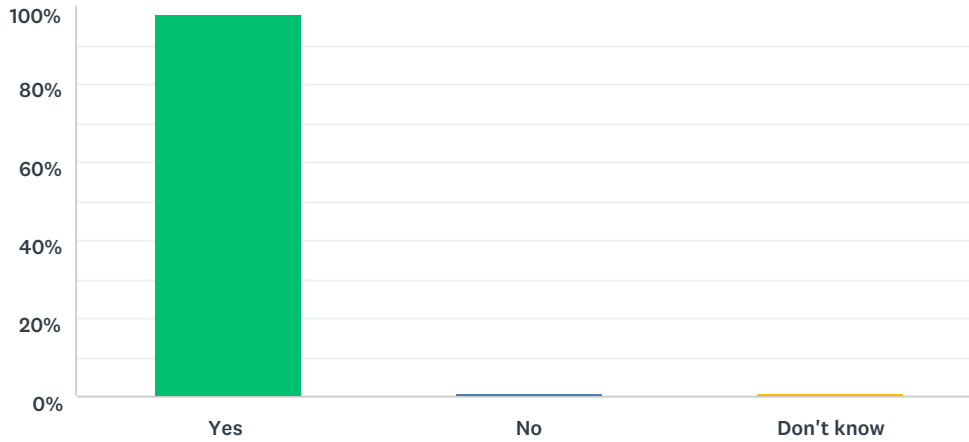
Answered: 104 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	60.58%	63
No	38.46%	40
Don't know	0.96%	1
TOTAL		104

Q19 If a trainee fails any part of the CTO/FTO program, is there an opportunity for training remediation: that is, the trainee is offered additional training?

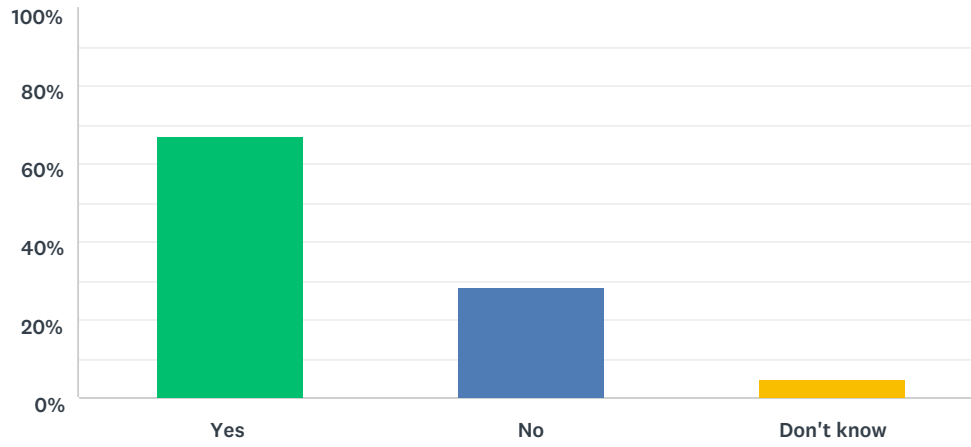
Answered: 104 Skipped: 37



ANSWER CHOICES	RESPONSES	
Yes	98.08%	102
No	0.96%	1
Don't know	0.96%	1
TOTAL		104

Q20 Has your agency terminated the employment of a probationary trainee based on the trainee's performance in the CTO/FTO program?

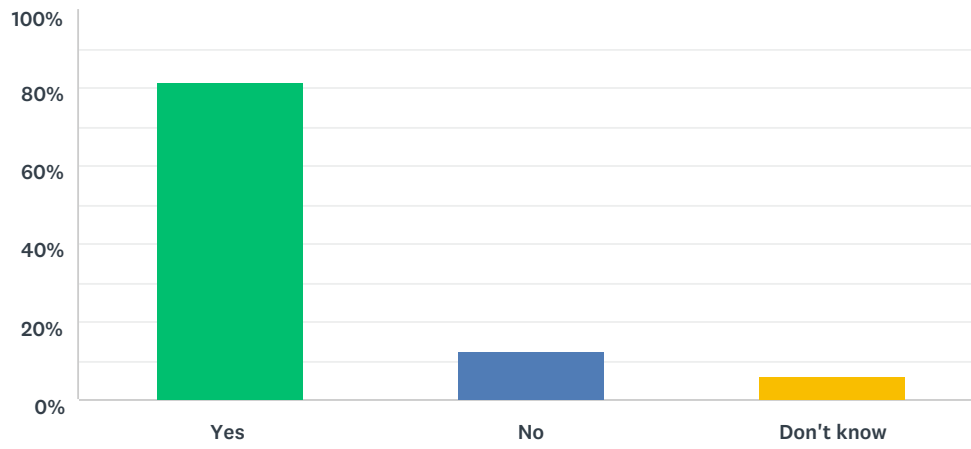
Answered: 103 Skipped: 38



ANSWER CHOICES	RESPONSES	
Yes	66.99%	69
No	28.16%	29
Don't know	4.85%	5
TOTAL		103

Q21 Has your agency validated the criteria used to assess the trainee? By validation, the criteria are demonstrated as job-related.

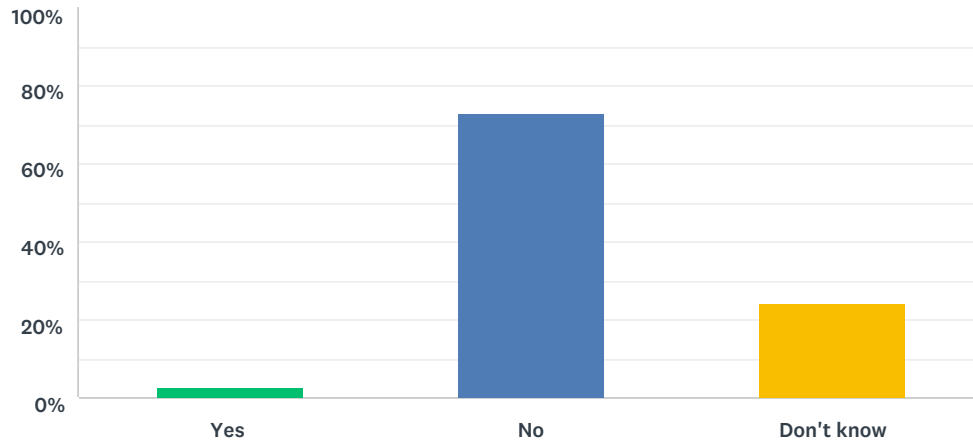
Answered: 103 Skipped: 38



ANSWER CHOICES		RESPONSES	
Yes		81.55%	84
No		12.62%	13
Don't know		5.83%	6
TOTAL			103

Q22 Has your agency's CTO/FTO program been challenged through arbitration, legal action and/or ligation?

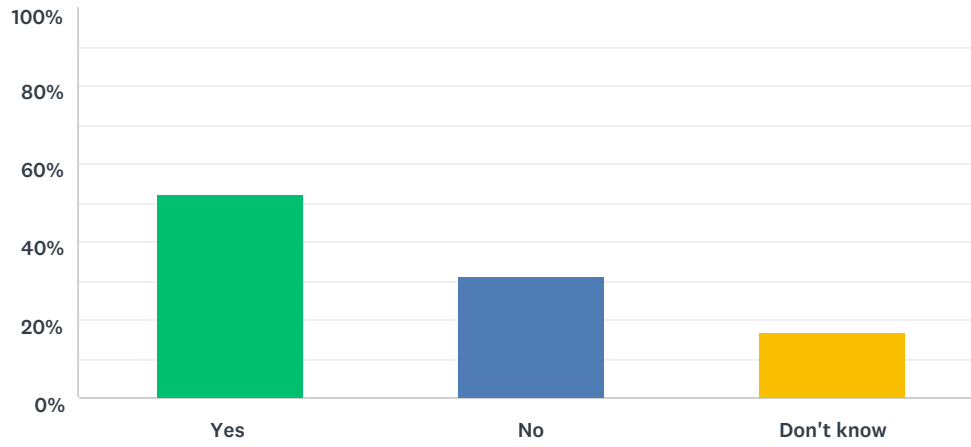
Answered: 103 Skipped: 38



ANSWER CHOICES		RESPONSES	
Yes		2.91%	3
No		72.82%	75
Don't know		24.27%	25
TOTAL	TOTAL		103

Q23 Has your agency evaluated the effectiveness of your agency's CTO/FTO program?

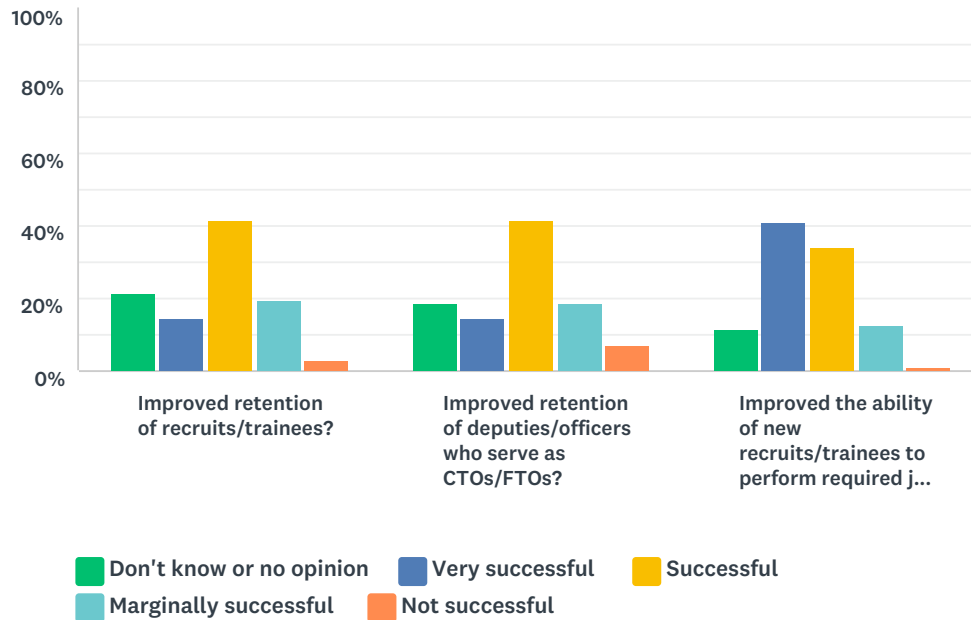
Answered: 102 Skipped: 39



ANSWER CHOICES	RESPONSES	
Yes	51.96%	53
No	31.37%	32
Don't know	16.67%	17
TOTAL		102

Q24 In your opinion, has your agency's CTO/FTO program:

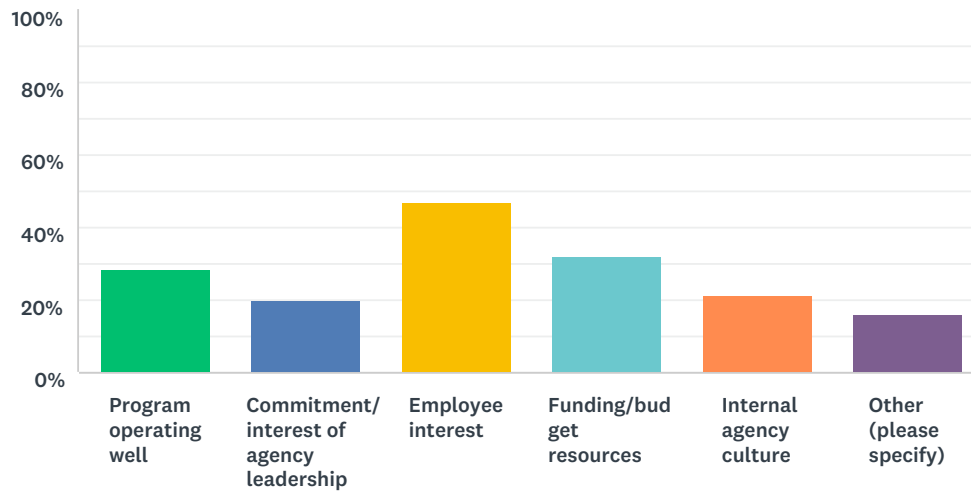
Answered: 103 Skipped: 38



	DON'T KNOW OR NO OPINION	VERY SUCCESSFUL	SUCCESSFUL	MARGINALLY SUCCESSFUL	NOT SUCCESSFUL	TOTAL	WEIGHTED AVERAGE
Improved retention of recruits/trainees?	21.36% 22	14.56% 15	41.75% 43	19.42% 20	2.91% 3	103	0.00
Improved retention of deputies/officers who serve as CTOs/FTOs?	18.45% 19	14.56% 15	41.75% 43	18.45% 19	6.80% 7	103	0.00
Improved the ability of new recruits/trainees to perform required job functions?	11.65% 12	40.78% 42	33.98% 35	12.62% 13	0.97% 1	103	0.00

Q25 If your CTO/FTO program is not, in your opinion, optimal, what are the challenges/barriers to improving it? Check as many as apply.

Answered: 94 Skipped: 47



ANSWER CHOICES	RESPONSES	
Program operating well	28.72%	27
Commitment/interest of agency leadership	20.21%	19
Employee interest	46.81%	44
Funding/budget resources	31.91%	30
Internal agency culture	21.28%	20
Other (please specify)	15.96%	15
Total Respondents: 94		