



**National Institute of Corrections**  
**July 2005**

# Technical Assistance, Information, and Training for Adult Corrections

- *All Corrections Disciplines*
  - *Jails* • *Prisons*
  - *Community Corrections*

**Service Plan**  
**October 1, 2005–September 30, 2006**

**U.S. Department of Justice  
National Institute of Corrections  
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Washington, DC 20534**

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**National Institute of Corrections  
World Wide Web Site**  
<http://www.nicic.org>

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***National Institute of Corrections***  
***July 2005***

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Information, and Training  
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***Service Plan***  
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***NIC Accession Number 020439***  
***www.nicic.org***

## *NIC Mission Statement*

We are a center of correctional learning and experience. We advance and shape effective correctional practice and public policy that respond to the needs of corrections through collaboration and leadership and by providing assistance, information, education, and training.

## *NIC Vision Statement*

NIC will be a model of excellence that puts its *customers* first. Knowledgeable, skilled, and motivated employees will provide quality and value in all areas of correctional services. We will be a facilitator for policies, services, and consultations that produce significant change in the field of corrections. We will partner with federal, state, and local governments and other public and private organizations to provide safety, opportunity, and hope for the correctional community and the public at large.

## *Letter From the Director of the National Institute of Corrections*

Dear Colleague:

We are proud to present the National Institute of Corrections' (NIC's) annual service plan for fiscal year 2006, which begins October 1, 2005. This annual service plan includes the training programs, technical assistance opportunities, and information services that NIC will provide for correctional practitioners working in all corrections disciplines in federal, state, and local adult corrections agencies.

Our programs are designed to support our mission as a center of correctional learning and experience. In doing so, we strive to develop programs that focus on assisting jails, prisons, and community corrections agencies with effectively managing their operations and the offenders under their care, on promoting correctional policy that maximizes safety for staff and offenders, on enhancing organizational and professional performance in corrections, and on reducing the risk that offenders pose to public safety. To this end, we make every effort to offer programs that address emerging areas of concern and interest to public policymakers, corrections executives, and practitioners and to respond with relevant and useful assistance to improve their corrections systems.

Our aim is to assist you with meeting the challenges of today's corrections environment in your organization, in your career, with your staff, and with the offenders you manage. We will announce updates to our annual training and technical assistance programs throughout the year and encourage you to visit our Web site ([www.nicic.org](http://www.nicic.org)) regularly.

I encourage you to take full advantage of the services available. I also invite your comments on NIC's services and suggestions on how NIC can better serve you and the corrections field. A reply card is enclosed for your convenience.

**Morris L. Thigpen**  
July 2005

The document is available on NIC's Web site at *www.nicic.org*. It is also available on CD-ROM. To request a CD-ROM, please send an e-mail to *asknicic@nicic.org*.

NIC will announce updates on its Web site throughout the year.

### ***Notice***

The National Institute of Corrections (NIC) is fully committed to equal employment opportunity and to ensuring full representation of minorities, women, and disabled persons in the workforce. NIC recognizes the responsibility of every employer to have a workforce that is representative of this nation's diverse population. To this end, NIC urges agencies to provide the maximum opportunity feasible to employees to enhance their skills through on-the-job training, work-study programs, and other training measures so they can perform at their highest potential and advance in accordance with their abilities.

NIC responds directly to the needs identified by practitioners working in state and local adult corrections and provides direct service rather than financial assistance as the primary means of carrying out its mission. NIC's technical assistance and training programs are designed for adult correctional practitioners working in all corrections disciplines in federal, state, and local corrections agencies.

Cooperative agreements are formally announced in the *Federal Register*. NIC is committed to complying with all federal statutes relating to nondiscrimination and to ensuring equal protection under the laws so that all organizations are eligible to apply for applicable services and assistance on equal footing with other organizations. These include but are not limited to federal, state, and local corrections agencies, small businesses, minority-owned businesses, profit and nonprofit organizations, and community-based organizations, including faith-based organizations.

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The National Institute of Corrections (NIC) was created in 1974 to be a center for correctional knowledge and to provide leadership and assistance to the field of corrections. NIC is unique as a federal agency because it provides direct service rather than financial assistance as the primary means of carrying out its mission. NIC responds directly to the needs identified by practitioners working in state and local adult corrections. Its enabling legislation, Public Law 93-415, established an advisory board to provide policy direction and help set program priorities.

## **Organizational Structure**

NIC is organized so that each primary constituent group in adult corrections—jails, prisons, and community corrections—is represented and served by an NIC division. The Academy Division, the Offender Workforce Development Division, and the NIC Information Center also serve all adult corrections. NIC's Administration Division includes a Special Projects Unit that coordinates NIC's interagency programs as well as its special emphasis initiatives funded by Congress.

NIC's administrative offices, Administration Division, Community Corrections/Prisons Division, and Offender Workforce Development Division are located in Washington, D.C. The Academy Division, Jails Division, NIC Information Center, and NIC Training Center are located in Longmont, Colorado.

## **Contact Information**

### **Washington, D.C., Offices**

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E-mail address: *asknicic@nicic.org*



# All Corrections Disciplines: Programs and Services

## All Corrections Disciplines: Programs and Services

### Leadership and Management

#### Training Programs

- Executive Excellence
- Correctional Leadership Development
- Management Development for the Future (MDF)
- Management Development for Women and Minorities
- Advanced Management Strategies for Women and Minorities
- Strategies for Building Effective Work Teams
- Public and Media Relations

#### 3-Hour Satellite/Internet Broadcasts

- Under the Care of the Criminal Justice System: Protecting People With Disabilities
- Public and Media Relations: Strategies and Techniques

#### NIC e-Learning

- Leadership, Learning, and Performance: Establishing the Learning Organization
- The Role of the Correctional Leader/Manager
- Supervisory Knowledge and Skills To Support Evidence-Based Practices

### Helping Agencies Build Capacity for Training

#### Training Programs

- Training for Agency Training Coordinators/Training Directors
- Training Design and Development

#### 32-Hour Satellite/Internet Broadcast

- Enhancing Learning Success: Effective Training Design and Development

#### 24- to 32-Hour Satellite/Internet Broadcast

- Capacity-Building Training for Victim Services

#### Regional Training Initiative

### Addressing Sexual Misconduct in Correctional Settings

#### Training Programs

- Addressing Staff Sexual Misconduct With Offenders
- Investigating Allegations of Staff Sexual Misconduct With Offenders

#### Technical Assistance

#### Publications

#### The Prison Rape Elimination Act (PREA)

#### 3-Hour Satellite/Internet Broadcast

- The Prison Rape Elimination Act (Phase 3)

### Offender Workforce Development

#### Training Program

- Offender Workforce Development Specialist Partnership Training Program

#### Publications

#### 3-Hour Satellite/Internet Broadcast

- Offender Employment Specialist Facilitator Training

### Women Offenders

#### Training Program

- Women Offenders: Developing an Agencywide Approach

#### Technical Assistance

- Improving Correctional Responses to Women Offenders

#### Publications

#### Web Page

#### NIC e-Learning

- Workforce Development and Women Offenders

### Correctional Health Care

#### Technical Assistance

- Offender Mental Health Services

#### Publications



# Leadership and Management

To help correctional agencies enhance their organizational and professional performance, NIC's Academy Division offers a series of leadership and management development training programs. These programs range from the development of future executives who will lead these agencies to senior- and mid-level managers to supervisors. In addition to addressing personal growth and professional development issues, these programs focus on such strategies as dealing with change, technology, multigenerational workforces, and organizational transformation.

## TRAINING PROGRAMS

### **Executive Excellence**

#### **Who Should Attend**

Upper-level executives of jails, prisons, and community corrections agencies (e.g., deputy directors, assistant commissioners) on career ladders for chief executive officer positions.

#### **Description**

This 10-month executive development program offers innovative learner-centered and competency-based training for future leaders of corrections agencies. The program is based on the following four models:

- (1) **The Developmental Model:** To be successful, future correctional executives must possess a substantive knowledge of the corrections field. They must also be physically fit, ethically grounded, and intellectually challenged.
- (2) **The Assessment and Feedback Model:** Executives are more effective when they thoroughly understand themselves through systematic and constructive feedback from their bosses, peers, colleagues, faculty, and direct reports.
- (3) **The Correctional CEO Model:** Tomorrow's correctional leaders must have a clear vision, both personally and professionally, think strategically, be action-oriented, and be ethical. They must also be continuous learners, collaborators and team builders, catalysts for change, risk takers, and politicians.
- (4) **The Executive Leadership Developmental Model:** Participants create an action-oriented plan to help ensure future success.

#### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** May 7–19, 2006

**Program:** 06–E1001

**Applications Due:** Feb. 7, 2006

#### **ALL PROGRAMS AND SERVICES**

**Agencies** interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (pages 159, 161, or 163, respectively).

**Individuals** interested in participating in a partnership program or satellite/Internet broadcast training should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

**Individuals** interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 157) and the supplemental information requested in the program description. Individuals may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided.

**SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org)  
for application forms and instructions.

Executive Leadership for Women  
(page 76).

The Executive Excellence Program is conducted in three phases and provides participants with the critical core capabilities, knowledge, and skills needed to lead correctional organizations, both today and in the future.

**Application Requirements**

Applicants must attach to Form A (page 157) a resume that describes their current responsibilities, an agency organization chart, and a statement of their need for this program and commitment to complete it. Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided.

See “NIC Training Center Programs in Longmont, Colorado” (page 137) for logistical information.

**Contact**

Robert M. Brown, Jr., Academy Division; toll-free telephone: 800-995-6429, ext. 111; e-mail: [rbrown@bop.gov](mailto:rbrown@bop.gov).

## Correctional Leadership Development

### Who Should Attend

Senior-level leaders, such as prison wardens and superintendents, jail administrators, and senior probation and parole supervisors. Deputies of these leaders will be considered if recommended by their chief executive officer.

### Description

This 70-hour program is based on the Leadership Challenge Model<sup>®</sup> developed by James Kouzes and Barry Posner and addresses five leadership practices: (1) challenging the process, (2) inspiring a shared vision, (3) enabling others to act, (4) modeling the way, and (5) encouraging the heart. A 360-degree feedback instrument assesses the participant's behavior against these five leadership practices. Other instruments, such as the Myers-Briggs Type Indicator, the Profile of Organizational Influencing Strategies, and the Multi-Factor Leadership Questionnaire for Teams, assess psychological type, power bases, and team strategies used by course participants.

An outdoor day experientially focuses on team efforts through an urban orienteering process. Through the use of instrumentation, participant dialogue, systems thinking, and experiential activities, participants identify their leadership strengths and create a personal leadership development plan.

### Application Requirements

**Part I:** Applicants must attach to Form A (page 157) a brief statement of their responsibilities (including how long they have held their current or other management position), an organization chart that clearly indicates their role in the agency, and a statement of their need and intended use of the new knowledge and skills that will be acquired in the program if they are selected. Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided.

**Part II:** After notification of selection, participants will be assigned several preprogram activities. Note that participants must complete and return some materials to the NIC Academy Division prior to their arrival at the training site.

See "NIC Training Center Programs in Longmont, Colorado" (page 137) for logistical information.

### Contacts

John Eggers, Ph.D., Academy Division; toll-free telephone: 800-995-6429, ext. 152; e-mail: [jeggers@bop.gov](mailto:jeggers@bop.gov).

Leslie LeMaster, Academy Division; toll-free telephone: 800-995-6429, ext. 121; e-mail: [llemaster@bop.gov](mailto:llemaster@bop.gov).

#### NIC TRAINING CENTER LONGMONT, CO

**Dates:** Apr. 4–14, 2006

**Program:** 06–M101

**Applications Due:** Jan. 4, 2006

**Dates:** July 18–28, 2006

**Program:** 06–M102

**Applications Due:** Apr. 18, 2006

**Dates:** Sept. 19–29, 2006

**Program:** 06–M103

**Applications Due:** June 19, 2006

#### SEE ALSO . . .

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

**PARTNERSHIP SITES\***

**Dates:** Host sites recommend dates.

**Host Applications Due:** Dec. 9, 2005,  
Mar. 3, 2006

\*When dates and sites are selected,  
they will be posted at [www.nicic.org](http://www.nicic.org).

**Management Development for the Future (MDF)****Who Should Attend**

Mid-level managers interested in becoming senior-level leaders in a correctional agency (up to 30 openings are available for a selected agency).

**Description**

This three-phase program is conducted over 18 months and is delivered to participants in specific agencies. Each phase consists of 24 hours of classroom instruction, with e-Learning and other assignments before and between each phase totaling 36 hours per phase. Participants will undertake action-based learning projects in their agencies between phases one and two, and between phases two and three of the program. The intent of the action-based learning projects is for participants to use the strategies presented in the classroom to deal with change and to build organizational capacity.

**Application Requirements for the MDF Series**

**Agencies** interested in this program must submit Form B (page 159) and attach a statement that indicates their commitment to participate in the three-phase skills-based program, which totals 108 hours over 18 months. Final selection and scheduling of the MDF program is contingent on the organization's commitment and preparedness to support the program actively and sponsor participants in their learning prior to and throughout the program. The organization's commitment to reinforce participant learning and encourage on-the-job application of new skills following the training will also be considered.

See "Partnership Programs" (page 149) for more information.

Note that NIC does not pay any participant expenses related to attendance or participation in the MDF Series.

**Contacts**

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e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).

John Eggers, Ph.D., Academy Division; toll-free telephone: 800-995-6429,  
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**SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org)  
for application forms and instructions.

## ***Management Development for Women and Minorities***

### **Who Should Attend**

Candidates for management positions or managers working in jails, prisons, and community corrections agencies. (Past participants in NIC's Correctional Leadership Development or Management Development for a Diverse Workforce programs are not eligible.)

### **Description**

This 36-hour program seeks to meet the demand for women and minority management candidates by helping them obtain skills, knowledge, and resources that will strengthen their ability to advance in the field of corrections. The program focuses on identifying the leadership and learning styles of women and minority participants and providing the candidates the opportunity to develop and articulate a professional career plan. The career development plan will align their personal vision and leadership style with the mission of their organization to produce a more effective and efficient manager, team, and agency.

### **Application Requirements**

Applicants must attach to Form A (page 157) a statement that describes their current position and responsibilities, the number of years they have held a management position, their 5-year career goal, and how this program will benefit them and their agency. Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided.

See "NIC Training Center Programs in Longmont, Colorado" (page 137) for logistical information.

### **Contact**

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#### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** Dec. 5–9, 2005

**Program:** 06–M1001

**Applications Due:** Sept. 5, 2005

**Dates:** Mar. 6–10, 2006

**Program:** 06–M1002

**Applications Due:** Dec. 5, 2005

#### **SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

**NIC TRAINING CENTER  
LONGMONT, CO****Dates:** June 5–9, 2006**Program:** 06–M1003**Applications Due:** Feb. 13, 2006

## ***Advanced Management Strategies for Women and Minorities***

### **Who Should Attend**

Staff working in jails, prisons, and community corrections agencies who have completed either of these NIC training programs: Management Development for a Diverse Workforce or Management Development for Women and Minorities.

### **Description**

This multidimensional 36-hour program prepares women and minorities for advanced leadership roles in the correctional environment. It features an experiential leadership lab in which complex organizational issues are simulated and leadership skills are demonstrated and assessed. Participants examine all aspects of organizational leadership and plan for career advancement. Teams of participants are assigned mentors who assist them with pretraining and posttraining fieldwork.

### **Application Requirements**

Applicants must attach to Form A (page 157) an organization chart and a statement that describes their current position and responsibilities, the types and dates of promotions they have received over the past 5 years, and a summary of the changes they have made in the way they do business as a result of their attendance at the basic class. The basic classes are either Management Development for Women and Minorities or Management Development for a Diverse Workforce.

Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC Training Center Programs in Longmont, Colorado” (page 137) for logistical information.

### **Contact**

Nancy Shomaker, Academy Division; toll-free telephone: 800–995–6429, ext. 120; e-mail: [nshomaker@bop.gov](mailto:nshomaker@bop.gov).

### **SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

## Strategies for Building Effective Work Teams

### Who Should Attend

Executive administrators, deputy administrators, managers, and supervisors in jails, prisons, and community corrections agencies who participate in multi-member work groups that share common goals. This program is open to either individual applicants or work teams of up to three people.

### Description

This 36-hour program provides participants from correctional organizations with strategies for developing, implementing, managing, and evaluating work teams within a work unit and agencywide. It covers individual and group leadership techniques, group dynamics, characteristics of performance-based work teams, team-based dialogue, and overcoming organizational barriers to team development.

### Application Requirements for Partnership Sites

**Agencies** interested in hosting this program must submit Form B (page 159). See “Partnership Programs” (page 149) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

### Contact

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).

#### PARTNERSHIP SITES\*

**Dates:** Host sites recommend dates.

**Program:** 06-R006

**Host Applications Due:** Dec. 9, 2005

**Dates:** Host sites recommend dates.

**Program:** 06-R007

**Host Applications Due:** Mar. 3, 2006

\*When dates and sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

#### SEE ALSO . . .

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

**PARTNERSHIP SITES\***

**Dates:** Host sites recommend dates.

**Program:** 06–R008

**Host Applications Due:** Dec. 9, 2005

**Dates:** Host sites recommend dates.

**Program:** 06–R009

**Host Applications Due:** Mar. 3, 2006

\*When dates and sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

**SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

## **Public and Media Relations**

### **Who Should Attend**

Correctional administrators, managers, and public information officers who are required to interact with individuals and groups outside of corrections, such as the legislature, the media, and public interest groups.

### **Description**

This 24-hour training program helps correctional administrators and managers develop the knowledge, skills, and attitudes to work effectively with the media. Media management and presentation skills are refined by extensive use of videotaped interviewing.

### **Application Requirements for Partnership Programs**

**Agencies** interested in hosting this program must submit Form B (page 159). After acceptance as a site, the site coordinator must obtain completed Form A applications (page 157) from proposed participants. See “Partnership Programs” (page 149) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

### **Contact**

Mike Dooley, Academy Division; toll-free telephone: 800–995–6429, ext. 132; e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).

## **PUBLICATIONS**

NIC has a variety of resources related to leadership and management, which include the following:

- ◆ “Correctional Leadership Competencies for the 21st Century,” 3-hour satellite/Internet broadcast held on March 2, 2005 (DVD).
- ◆ *Correctional Leadership Competencies for the 21st Century: Executives and Senior-Level Leaders.*
- ◆ *Correctional Leadership Competencies for the 21st Century: Manager and Supervisor Levels* (available in 2006).



- ◆ *Results of Data Analysis: NIC Needs Assessment on Correctional Management and Executive Leadership Development.*
- ◆ “Senior-Level Leader Training,” 32-hour satellite/Internet training program scheduled for August 22–25, 2005. Please visit the NIC Web site ([www.nicic.org](http://www.nicic.org)) for additional information and a list of registered sites. This training program will be available on DVD after the program has aired.
- ◆ “Strategies for Building Effective Work Teams,” 32-hour satellite/Internet training program scheduled for September 12–15, 2005. Please visit the NIC Web site ([www.nicic.org](http://www.nicic.org)) for additional information and a list of registered sites. This training program will be available on DVD after the program has aired.

To request copies, see “Information Services” (page 103).

## 3-HOUR SATELLITE/INTERNET BROADCASTS

### 3-HOUR BROADCAST\*

**Date:** Feb. 8, 2006

**Program:** 06–S9001

**Applications Due:** Feb. 6, 2006

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### ***Under the Care of the Criminal Justice System: Protecting People With Disabilities***

#### **Who Should Attend**

Administrators, managers, supervisors, line staff, and other individuals such as medical and mental health professionals, personnel specialists, and legal representatives working in state or local prisons, jails, and community corrections settings including pretrial detention centers and juvenile correctional facilities should attend.

#### **Description**

The Americans with Disabilities Act (ADA) is one of 11 Federal Disability Rights Laws protecting the rights of people with disabilities. The ADA prohibits discrimination based on disability in employment (Title I), state and local government activities (Title II), public accommodations (Title III), and telecommunications (Title IV). Titles I through IV address such government activities as architectural standards, health care, social services, public education, transportation, and telecommunications relay services.

This 3-hour satellite/Internet broadcast will explore the various aspects of the ADA and its impact on corrections. Moreover, this broadcast will explore how the field of corrections may work in the best interest of this special population. The objectives of this broadcast are to help participants to—

- ◆ Develop an overall understanding of the laws that protect the rights of individuals with disabilities.
- ◆ Understand the criminal justice system’s responsibilities under the ADA.
- ◆ Understand some of the challenges facing people with disabilities and how these challenges may affect their stay while under the care of the criminal justice system.

#### **Application Requirements**

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 161). Agencies may also complete a registration form online at [www.nicic.org](http://www.nicic.org). See “Satellite/Internet Broadcasts” (page 115) for additional information.

Individuals interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

#### **Contacts**

Program content: Launa Kowalcyk, Academy Division; toll-free telephone: 800–995–6429, ext. 168; e-mail: [lkowalcyk@bop.gov](mailto:lkowalcyk@bop.gov)

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division; toll-free telephone: 800–995–6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov)

#### **SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

## ***Public and Media Relations: Effective Strategies and Techniques***

### **Who Should Attend**

Correctional administrators, managers, public information officers, and other agency personnel who may need to respond to inquiries from groups outside of corrections. These groups include the media, legislature, and public interest organizations.

### **Description**

An agency's communication plan is as essential to its operations as its emergency preparation. Too often, an agency's first contact with the media is reactionary and after the fact. When the media contacts an agency concerning various situations and circumstances, individuals and agencies often find themselves on the defensive facing a barrage of questions and inquiries.

This 3-hour satellite/Internet broadcast will help agencies build a proactive communication strategy for working in partnership with the media and the public. The objectives of this broadcast are to help participants:

- ◆ Understand the role of the media and the “public’s right to know.”
- ◆ Develop strategies and techniques to work effectively and succinctly with the media.
- ◆ Develop a comprehensive communication plan.
- ◆ Build a working relationship with the media, legislature, and local public interest organizations.

### **Application Requirements**

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 161). Agencies may also complete a registration form online at [www.nicic.org](http://www.nicic.org). See “Satellite/Internet Broadcasts” (page 115) for additional information.

Individuals interested in participating in this program should check the NIC Web site ([www.nicic.org](http://www.nicic.org)) periodically for a list of sites and application instructions.

### **Contacts**

Program content: Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

### **3-HOUR BROADCAST\***

**Date:** Apr. 26, 2006

**Program:** 06-S9003

**Applications Due:** Apr. 24, 2006

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### **SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

## NIC e-LEARNING

NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

### ***Leadership, Learning, and Performance: Establishing the Learning Organization***



#### **Audience**

Managers and other correctional professionals who would like to enhance organizational performance by creating and sustaining a learning organizational environment.

#### **Description**

Organizations, especially correctional organizations, are very complex cultures and systems. The extent to which they can learn will determine their ability to meet future challenges. James Thompson said, "What is important for the organization as a totality is not what it has accomplished, but its fitness for future action." Organizations today must be mindful of the past, work to improve current fitness, and develop a climate based on continuous learning to ensure that they are fit for the future. This course will begin the process of translating theory into methods and tools for correctional managers who want to keep their organizations fit for the future.

This course will focus on the knowledge and strategies available to correctional managers and leaders in assessing their organization and developing strategies that promote, build, and sustain a learning organization. Applying the theories and strategies developed by Senge et al. and Kolb for learning organizations, participants will assess their organization using the Team Learning Wheel, and will develop specific strategies to build their learning organization. Learners will also apply the steps suggested by Kline and Saunders to develop personal strategies to build and sustain a learning organization environment.

#### **Course Objectives**

At the conclusion of this course, participants will be able to—

- ◆ Describe typical characteristics of a correctional learning organization.
- ◆ List five sources of organizational learning based on Kline and Saunders.
- ◆ List the four components of a learning organization relating to the Team Learning Wheel.
- ◆ Choose and apply five actions that can be implemented by the participant in his/her organization to develop a learning organization environment based on Senge's theory.

- ◆ Choose and apply five actions that can be implemented by the participant in his/her organization to develop a learning organization environment based on Goldsmith, Morgan, and Ogg's steps and theory for maintaining a learning organization.

### **Expected Duration**

2 hours.

### **Enrollment Eligibility**

The program is designed as a supplement to the NIC Management Development for the Future program or as a stand-alone e-Learning module.

Enrollment is open to correctional practitioners who have been selected by their organization to participate in a Management Development for the Future program.

### **Contact**

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).

## ***The Role of the Correctional Leader/Manager***



### **Audience**

Correctional middle managers from all corrections disciplines who manage the functions and operations of a particular work unit within their agency.

### **Description**

Senior-level leaders and managers are retiring from the correctional workforce at an alarming rate, leaving a large vacuum in the management and leadership bench strength of correctional agencies. New generations of correctional practitioners are entering the workforce, bringing with them a variety of beliefs, attitudes, and values with which managers must be able to work. Management and leadership roles of the past must now be reexamined for applicability today and in the future.

This course analyzes the distinction between the concepts of management and leadership, with particular focus on political, economic, social, and technological changes that are occurring with increasing velocity. Students will brainstorm and come to consensus on leader/manager roles needed today and in the future. They will also use the “archeological dig” protocol to decide what they would keep, discard, and create within their organizations if positioned to make such changes.

NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

### **Course Objectives**

At the conclusion of this course, participants will be able to—

- ◆ Describe the primary differences between a correctional manager and a correctional leader.
- ◆ Discuss and identify the roles that an effective manager/leader performs in the correctional environment today.
- ◆ Create a list of roles that correctional managers/leaders will perform in 2015.
- ◆ Assuming they are in a position to effect these changes—
  - List what they would *keep* in their organization.
  - Describe what they would *discard* in their organization.
  - Explain what they would *create* in their organization.

### **Expected Duration**

2 hours.

### **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

### **Contact**

John Eggers, Ph.D., Academy Division: toll-free telephone: 800–995–6429, ext. 152; e-mail: [jeggers@bop.gov](mailto:jeggers@bop.gov).

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## ***Supervisory Knowledge and Skills To Support Evidence-Based Practices***



### **Audience**

First-line supervisors who are responsible for line staff or for line officers whose daily responsibilities require direct interaction with offenders.

### **Description**

First-line supervisors are key players in implementing the changes required of organizations that are committed to evidence-based service delivery. The first-line supervisor must perform supervisory duties in support of the new roles for line staff as they affect offender behavior, both in the institution and the community. Often, these new roles for line staff and line officers are not clearly defined, resulting in unclear expectations for job performance. The role of the first-line supervisor is crucial to helping staff make this adjustment in their approach to offender supervision and includes the use of dynamic risk assessments, offender case management techniques, linkage to appropriate interventions, and quality assurance strategies.

### **Course Objectives**

At the conclusion of this course, participants will be able to—

- ◆ Demonstrate a working knowledge of evidence-based principles.
- ◆ Incorporate evidence-based practices, organizational development, and collaborative strategies for supervising offenders in the institution and the community.
- ◆ Link the attributes and skills that line staff need to perform new duties in recruitment, selection, and retention procedures.
- ◆ Manage staffing issues by providing motivation, coaching, and instruction in problem solving.
- ◆ Identify partnerships and develop and maintain relationships that support internal and external collaborative efforts.
- ◆ Conduct performance measurements to monitor and assess service delivery.

### **Expected Duration**

12 hours.

e-Learning modules: Each of the six modules is a 2-hour stand-alone lesson that focuses on one of the following topics:

- ◆ Overview of evidence-based practices.
- ◆ Components of an evidence-based practice model.
- ◆ Staff training and retraining, including motivating, coaching, and problem solving.
- ◆ Collaborative strategies.
- ◆ Monitoring, assessment, and performance measures.
- ◆ Making or leading the change to evidence-based practices.

### **Enrollment Eligibility**

Enrollment is limited to first-line supervisors who are responsible for line staff or for line officers whose daily responsibilities require direct interaction with offenders and whose agencies have made a commitment to implement evidence-based practices.

### **Contact**

Carla J. Smalls, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 43066, or 202-514-3066; e-mail: [cjsmall@bop.gov](mailto:cjsmall@bop.gov).



# Helping Agencies Build Capacity for Training

A major goal of NIC is to provide services, including training programs and technical assistance, that help agencies manage and operate their jails, prisons, and community corrections programs and facilities. To that end, the Academy Division offers the following training programs to help agencies build their internal capacity to train their staff.

## TRAINING PROGRAMS

### ***Training for Agency Training Coordinators/Training Directors***

#### **Who Should Attend**

Staff from jails, prisons, and community corrections agencies who serve as the training coordinator/training director for the agency or institution on a full- or part-time basis. Priority consideration will be given to applicants relatively new to the position.

#### **Description**

This 32- to 36-hour program teaches participants how to develop and direct corrections training to ensure that it achieves the agency's mission and is used strategically in agency management, planning, and problem solving. Participants learn how to develop a training capacity that includes—

- ◆ A clearly articulated training mission and goals.
- ◆ Supportive training policies and procedures.
- ◆ A prescriptive annual training plan designed to address problems in agency operations and management, and participant-centered delivery strategies.
- ◆ Cost-effective alternatives to classroom-based training.
- ◆ Well-organized and comprehensive documentation.
- ◆ An assessment of effectiveness in teaching skills, problem solving, and achieving training and agency mission and goals.

This program emphasizes a strategic approach to training and the measurement of its impact on day-to-day on-the-job performance beyond the learning environment and of the resulting benefits to the agency. During the program, participants complete a comprehensive assessment of their training program and develop a plan for improvements.

#### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** Mar. 5–10, 2006

**Program:** 06–S811

**Applications Due:** Dec. 5, 2005

**Dates:** June 11–16, 2006

**Program:** 06–S812

**Applications Due:** Mar. 10, 2006

#### **PARTNERSHIP SITES\***

**Dates:** Oct. 24–27, 2005

**Program:** 06–R001

**Host Applications Due:** July 25, 2005

**Dates:** Feb. 6–9, 2006

**Program:** 06–R002

**Host Applications Due:** Nov. 7, 2005

**Dates:** Sept. 18–21, 2006

**Program:** 06–R003

**Host Applications Due:** June 19, 2006

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### **Application Requirements for Longmont, Colorado**

Applicants must complete Form A (page 157). Applicants whose job title *does not* contain “training coordinator” or “training director” must include a statement indicating they currently serve as the agency or institution training coordinator/training director or will soon assume that role.

Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC Training Center Programs in Longmont, Colorado” (page 137) for logistical information.

### **Application Requirements for Partnership Programs**

**Agencies** interested in hosting this program must submit Form B (page 159). See “Partnership Programs” (page 149) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

### **Contact**

Tom Reid, Ph.D., Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: [treid@bop.gov](mailto:treid@bop.gov).

#### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** Mar. 26–31, 2006

**Program:** 06–S101

**Applications Due:** Dec. 26, 2005

**Dates:** July 23–28, 2006

**Program:** 06–S102

**Applications Due:** Apr. 24, 2006

## ***Training Design and Development***

### **Who Should Attend**

Trainers who have completed a basic training-for-trainers course of at least 36 hours and who have subsequent experience training jail, prison, or community corrections staff.

### **Description**

This 36-hour training program gives participants the knowledge and skills to design a formal lesson plan for effective delivery of a training topic. The program supports adult learning theory and the principles of the instructional theory-into-practice model. It stresses problem analysis before designing training, developing performance objectives that target outcomes beyond the learning environment, applying instructional strategies that accommodate various learning styles, and increasing trainee involvement in learning. It also covers how to design an evaluation strategy that measures the immediate, intermediate, and ultimate impact of the training. Each participant applies this knowledge by designing a lesson plan as part of the program.

## Application Requirements for Longmont, Colorado

**Applicants** must attach to Form A (page 157) a copy of a certificate or other document to show completion of a basic training-for-trainers course. Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC Training Center Programs in Longmont, Colorado” (page 137) for logistical information.

## Application Requirements for Partnership Programs

**Agencies** interested in hosting this program must submit Form B (page 159). See “Partnership Programs” (page 149) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

## Contact

Tom Reid, Ph.D., Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: [treid@bop.gov](mailto:treid@bop.gov).

### PARTNERSHIP SITES\*

**Dates:** Dec. 5–9, 2005

**Program:** 06–R004

**Host Applications Due:** Sept. 5, 2005

**Dates:** Jan. 9–13, 2006

**Program:** 06–R005

**Host Applications Due:** Oct. 10, 2005

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

## PUBLICATIONS

NIC has a variety of resources related to helping agencies build capacity for training, which include the following:

- ◆ “Building Agency Success: Developing an Effective FTO/OJT Training Program,” 24-hour satellite/Internet training program held August 17–19, 2004 (VHS or DVD).
- ◆ “Designing Learner Centered Instruction” (training resource).
- ◆ “Developing an Effective New Employee FTO Program,” 3-hour satellite/Internet broadcast held in 2003 (VHS or DVD).
- ◆ “Foundation Skills for Trainers,” 32-hour satellite/Internet training program held March 22–25, 2004 (VHS or DVD).
- ◆ “Training Design and Development” (training resource).

To request copies of NIC resources, see “Information Services” (page 103).

## 32-HOUR SATELLITE/INTERNET BROADCAST

### 32-HOUR BROADCAST\*

**Site Coordinator/Small Group  
Facilitator Training**

**Dates:** May 17–18, 2006

**Program:** 06–S8001

**Applications Due:** May 15, 2006

#### **Training Program**

**Dates:** Aug. 21–24, 2006

**Program:** 06–S8002

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### ***Enhancing Learning Success: Effective Training Design and Development***

#### **Who Should Attend**

Correctional staff who design lesson plans as a full-time, part-time, or periodic duty. Previous training as a trainer or experience in correctional training is beneficial but not required for participation in this program.

#### **Description**

This 32-hour training program provides participants with the knowledge and skills needed to design a formal lesson plan; moreover, a lesson plan that will effectively deliver the training topic. Adult learning theory and the principles of the Instructional Theory Into Practice Model are supported during this training program. This program stresses analyzing problems before training is designed, developing effective performance objectives that will target outcomes beyond the learning environment, applying instructional strategies that address learning style preferences, and increasing trainee involvement in the learning.

This 32-hour program will also cover designing an impact assessment strategy to measure the immediate, intermediate, and ultimate impact of the training. Each participant applies this knowledge by designing a lesson plan as part of this program. To accomplish this, each participant must bring a training topic, actually needed by the agency, upon which to design a 4- to 8-hour lesson plan during the program.

#### **Application Requirements**

Agencies interested in hosting this satellite/Internet training must submit Form D (page 163). Agencies may also complete a registration form online at [www.nicic.org](http://www.nicic.org). See “Satellite/Internet Broadcasts” (page 115) for additional information.

Individuals interested in participating in this program should periodically check the NIC Web site for a list of sites and application instructions.

#### **Contacts**

Program content: Tom Reid, Ph.D., Academy Division; toll-free telephone: 800–995–6429, ext. 134; e-mail: [treid@bop.gov](mailto:treid@bop.gov)

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division; toll-free telephone: 800–995–6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

## 24- TO 32-HOUR SATELLITE/INTERNET BROADCAST

### **Capacity-Building Training for Victim Services**

#### **Who Should Attend**

Trainers and victims services staff working in prisons, jails, and community corrections.

#### **Description**

This satellite/Internet training program will assist correctional agencies in building and broadening their capacity to provide victim services to meet the needs of crime victims and survivors. The training is designed to assist local and state agencies with supporting the creation or enhancement of quality victim services.

The intended outcome of this training is to empower agencies to take a leadership role in the development and delivery of victim services training to meet their specific system requirements. This training will be supplemented with resource materials that states, jurisdictions, and agencies may use in the development and management of victim services training.

#### **Application Requirements**

**Agencies** interested in participating in this satellite/Internet training must submit Form D (page 163). Agencies may also complete a registration form online at [www.nicic.org](http://www.nicic.org). See “Satellite/Internet Broadcasts” (page 115) for additional information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

#### **Contacts**

Program content: Carla J. Smalls, Community Corrections/Prisons Division;  
toll-free telephone: 800-995-6423, ext. 43066, or 202-514-3066;  
e-mail: [cjsmall@bop.gov](mailto:cjsmall@bop.gov).

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division;  
toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

#### **24- TO 32-HOUR BROADCAST\***

##### **Site Coordinator/Facilitator Training**

**Dates:** June 14–15, 2006

**Program:** 06–S8003

**Applications Due:** June 9, 2006

##### **Training Program**

**Dates:** Sept. 11–15, 2006

**Program:** 06–S8004

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

## REGIONAL TRAINING INITIATIVE

For applications and information on the Regional Training Initiative, visit the NIC Web site: [www.nicic.org](http://www.nicic.org). Follow the link from Training Services to the Regional Training Initiative.

NIC's Regional Training Initiative (formerly known as Regionalization) functions as a national network, coordinated through four regions, that enables NIC to support correctional training nationwide. Through its regional focus, NIC supports the delivery of corrections-related training and the development of training resources at minimal cost to local and state governments. It is made possible by volunteer trainers in each region and the generous support of the volunteer agencies and other participating groups. The Regional Training Initiative is coordinated by the NIC Academy Division.

### Who Should Apply To Be a Regional Field Coordinator

Training directors, administrators, coordinators, and senior trainers with experience in developing, delivering, and/or coordinating training in their home agencies.

### Description

Volunteer trainers, or regional field coordinators (RFCs), expand NIC's capacity to deliver quality correctional training and assist in the development of training-related products at the local, state, and federal levels. The Regional Training Initiative is nontraditional in that it brings together RFCs from state, local, and federal agencies and from the disciplines of community corrections, jails, prisons, and juvenile justice.

With NIC support, RFC teams in each of four regions develop and implement a yearly strategic plan to address the region's specific, unique correctional training needs. The 40 RFCs—10 from each region—share training programs, resources, and ideas within their region and with their RFC counterparts around the country. RFCs typically serve in this capacity for up to 3 years.

The goals of the Regional Training Initiative are to—

- ◆ Provide opportunities for more correctional staff to participate in quality training programs and access customized training resources.
- ◆ Provide relevant training based on regional needs and interests.
- ◆ Promote the sharing of information, training, and other resources among juvenile and adult disciplines in local, state, and federal correctional agencies.
- ◆ Increase the dissemination and use of correctional curriculum packages and training technologies developed by agencies throughout the country.
- ◆ Maximize the use of federal funding available for correctional training for local, state, and federal prisons, jails, community corrections, and juvenile justice agencies.

Regional field coordinators are selected through an annual application process that includes endorsement by their chief executive officers to ensure that they have agency support to carry out their RFC duties. NIC's Academy Division accepts applications for RFCs on a year-round basis.

## Application Requirements

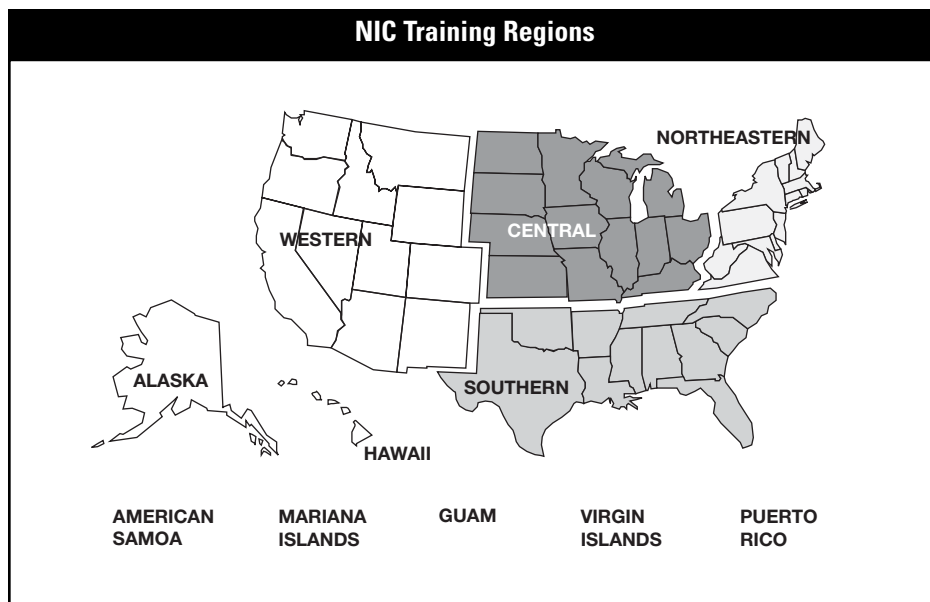
**Individuals** interested in becoming part of the national network of RFCs must submit Form E, Application for Regional Field Coordinator (page 165), which is also available on the NIC Web site ([www.nicic.org](http://www.nicic.org)).

Information about Regional Training Initiative activities and resources are posted to NIC's Web site under the Training Services, Regional Training links. Events will also be announced through fliers, listserv postings, and other means.

**Agencies** are responsible for travel and per diem costs associated with their trainers attending Regional Training Initiative events. A list of current RFCs can be obtained from the Web site at the Regional Training link or by contacting the Academy Division.

## Contact

Leslie LeMaster, Academy Division; toll-free telephone: 800-995-6429, ext. 121; e-mail: [llemaster@bop.gov](mailto:llemaster@bop.gov).



# Addressing Sexual Misconduct in Correctional Settings

## TRAINING PROGRAMS

**AMERICAN UNIVERSITY  
SCHOOL OF LAW  
WASHINGTON, DC**

**Dates:** Mar. 12–17, 2006

**Program:** 06–H3401

**Applications Due:** Dec. 9, 2005

### ***Addressing Staff Sexual Misconduct With Offenders***

#### **Who Should Attend**

This program is only appropriate for three-person, senior-level management teams from state prison systems, jails, and community corrections agencies that have the ability to design and implement departmental policy. State teams must include staff from the department of corrections central office and prison managers. Jail teams must include senior administrators responsible for establishing jail policy. Jail teams might include the sheriff, jail administrator, or director of corrections. Other jail team members might include the person responsible for drafting policy and/or developing and implementing staff training in this area. Community corrections teams must include senior-level personnel who oversee regional probation and parole offices. Other community corrections team members might include women offender resource managers, senior personnel who investigate matters related to probation and parole, probation and parole supervisors, or human resource managers.

#### **Description**

This 36-hour program helps participants develop sound practices to address sexual misconduct between staff and offenders. It focuses on the scope of the problem, policy development, training strategies, legal liabilities, investigative procedures, responses to the media, and state and federal legislation.

#### **Application Requirements**

Each team member must complete Form A (page 157); only one supplementary statement for the team is required. The statement must describe the agency's current policy or practices for responding to sexual misconduct, the status and stipulations of state law, and the agency's investigative procedures related to staff sexual misconduct.

Each team member may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See "NIC-Paid Training Beyond Longmont, Colorado" (page 143) for more information.



## Contacts

Program Manager: Dee Halley, Administration Division: Special Projects;  
toll-free telephone: 800-995-6423, ext. 40374, or 202-514-0374;  
e-mail: [dhalley@bop.gov](mailto:dhalley@bop.gov).

Project Director: Brenda V. Smith, Washington College of Law;  
telephone: 202-274-4261; e-mail: [bvsmith@wcl.american.edu](mailto:bvsmith@wcl.american.edu).

Program Coordinator: Jaime Yarussi, Washington College of Law;  
telephone: 202-274-4385; e-mail: [jyarussi@wcl.american.edu](mailto:jyarussi@wcl.american.edu).

## ***Investigating Allegations of Staff Sexual Misconduct With Offenders***

### **Who Should Attend**

This program is only appropriate for three-person, senior-level management teams whose members are considered to be heads of investigations from state prisons, jails, and community corrections agencies and have the ability to design and implement departmental policy. Appropriate selections include senior administrators of internal affairs who are considered to be heads of investigations, human resources, and legal departments of jails, prisons, and community corrections operations.

### **Description**

This 36-hour training program helps participants develop sound practices for investigating allegations of sexual misconduct between staff and offenders. It provides state-of-the-art information, skills, and knowledge on such topics as the investigator's relationship with medical and mental health staff, the technique of questioning alleged victims who are likely to have histories of abuse, streamlining multiple interviews, and the legal issues related to investigations.

This is a training program for investigation decisionmakers. This is *not* a training program on how to conduct an investigation.

### **Application Requirements**

Each team member must complete Form A (page 157); only one supplemental statement for the team is required. The statement must describe the agency's current policies or practices for responding to sexual misconduct and related investigative policy, the status and stipulations of state law, the agency's investigative procedures related to staff sexual misconduct, and any actions taken by the agency under a previously developed action plan to address this issue.

**AMERICAN UNIVERSITY  
SCHOOL OF LAW  
WASHINGTON, DC**

**Dates:** July 9–14, 2006

**Program:** 06-H3402

**Applications Due:** Apr. 6, 2006

Each team member may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided.

Preference will be given to agencies that have completed the Addressing Staff Sexual Misconduct With Inmates training program. See “NIC-Paid Training Beyond Longmont, Colorado” (page 143) for more information.

### Contacts

Program Manager: Dee Halley, Administration Division: Special Projects;  
toll-free telephone: 800-995-6423, ext. 40374, or 202-514-0374;  
e-mail: [dhalley@bop.gov](mailto:dhalley@bop.gov).

Project Director: Brenda V. Smith, Washington College of Law;  
telephone: 202-274-4261; e-mail: [bvsmith@wcl.american.edu](mailto:bvsmith@wcl.american.edu).

Program Coordinator: Jaime Yarussi, Washington College of Law;  
telephone: 202-274-4385; e-mail: [jyarussi@wcl.american.edu](mailto:jyarussi@wcl.american.edu).

## TECHNICAL ASSISTANCE

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Technical assistance is available to assist jails, state departments of corrections, and community corrections agencies with issues related to staff sexual misconduct.

For more information and to apply for technical assistance, see “Technical Assistance” (page 109).

## PUBLICATIONS

The following resources on staff sexual misconduct are available from NIC or through the American University in Washington, D.C.

From the National Institute of Corrections ([www.nicic.org](http://www.nicic.org)):

- ◆ “Addressing Staff Sexual Misconduct With Inmates” (participant training manual).
- ◆ “Addressing Staff Sexual Misconduct,” satellite/Internet broadcast held on December 12, 2001 (VHS or DVD).
- ◆ *Bibliography on Staff Sexual Misconduct With Offenders*.
- ◆ “Investigating Allegations of Staff Sexual Misconduct With Inmates” (training resource).

- ◆ “Preventing and Addressing Staff Sexual Conduct in Community Corrections: A Training Program for Agency Administrators” (training resource).
- ◆ *Sexual Misconduct in Prisons: Law, Remedies, and Incidence*.
- ◆ *Staff Sexual Misconduct With Inmates: Policy Development Guide for Sheriffs and Jail Administrators*.

To request copies of NIC resources, see “Information Services” (page 103).

From American University, Washington, D.C. ([www.american.edu](http://www.american.edu)):

- ◆ Smith, Brenda V. (2002). *An End to Silence: Prisoner’s Handbook on Identifying and Addressing Sexual Misconduct*. 2d edition. (<http://wcl.american.edu/faculty/smith/0303conf/endsilence.pdf>).
- ◆ Smith, Brenda V., and Yarussi, Jaime M. (July 2005). *Breaking the Code of Silence: Addressing Staff Sexual Misconduct With Offenders*.

## THE PRISON RAPE ELIMINATION ACT (PREA)

On September 4, 2003, President Bush signed the Prison Rape Elimination Act (PREA) of 2003 into law. Under Section 5 of PREA (Public Law 108–79), NIC was mandated to provide a national clearinghouse, training and education, and an annual report to Congress and the Secretary of Health and Human Services summarizing the activities of the U.S. Department of Justice. NIC has undertaken a systematic approach to these mandates based on its success with and using a similar approach to its Staff Sexual Misconduct Initiative.

Technical assistance, training, and information regarding the elements that drove the passage of PREA are integral parts of NIC’s systematic approach to addressing the issues of sexual contacts in correctional settings. These settings include institutions (prisons and jails), and community corrections. The affect that sexual contact between offenders, and between offenders and correctional staff, may have on community safety is also considered.

The act broadly defines prison as “any confinement facility of federal, state, or local government whether administered by such government or by a private organization on behalf of such government, and includes any local jail or police lockup and any juvenile facility used for the custody or care of juvenile inmates.”

### Available Resources and Publications

The following resources and publications are available on the NIC Web site ([www.nicic.org](http://www.nicic.org)) or by calling the NIC Information Center at toll-free telephone: 800–877–1461.

- ◆ “Assessing Your Agency’s Response to Prison Sexual Assault,” 6-hour satellite/Internet broadcast held on January 26 and January 27, 2005 (DVD).
- ◆ “A Town Hall Meeting: Addressing the Prison Rape Elimination Act,” live satellite/Internet broadcast from the Winter Conference of the American Correctional Association (ACA) on January 10, 2005 (DVD).

- ◆ “A Town Hall Meeting to Address the Prison Rape Elimination Act,” a live satellite/Internet broadcast, which focused on community corrections, from the 30th Annual Conference of the American Probation and Parole Association (APPA) on July 25, 2005 (DVD).
- ◆ “How the PREA Affects You,” 3-hour satellite/Internet broadcast held July 21, 2004 (DVD).
- ◆ NIC’s Annual Report to Congress on the Prison Rape Elimination Act, September 2004 ([www.nicic.org/Library/020229](http://www.nicic.org/Library/020229)).
- ◆ Resource Packages:
  - Part 1: Facing Prison Rape (2004).
  - Part 2: Responding to Prisoner Rape (2005).

Additional information includes:

- ◆ Halley, D. (2005). “The Prison Rape Elimination Act of 2003: Addressing Sexual Assault in Correctional Settings.” *Corrections Today*. June: 30, 100.
- ◆ *Status Report: Data Collections for the Prison Rape Elimination Act of 2003* ([www.ojp.usdoj.gov/bjs/pub/dcprea03.pdf](http://www.ojp.usdoj.gov/bjs/pub/dcprea03.pdf)).

## 3-HOUR SATELLITE/INTERNET BROADCAST

### ***The Prison Rape Elimination Act (Phase 3)***

#### **Who Should Attend**

Administrative, supervisory, and other staff who work with adult and juvenile offenders in prisons, jails, and community corrections environments are encouraged to attend. Staff may include but are not limited to those working in supervisory or line-staff positions, probation, parole, law enforcement, medical and mental health care, legal professions, and faith-based organizations.

#### **Description**

In July 2004, NIC began a multiphase program to bring information concerning the Prison Rape Elimination Act to the field of corrections. Phase 1, “How the PREA Affects You,” was a 3-hour satellite/Internet broadcast designed to provide a comprehensive overview of the law, help agencies identify available resources, and help individuals understand the legal liabilities of PREA. Phase 2, “Assessing Your Agency’s Response to Prison Sexual Assault,” was a 6-hour satellite/Internet broadcast, which focused on practitioners’ perspectives and examined the critical issues faced by all confinement institutions—public and private—and community corrections settings housing adult and juvenile offenders.

Phase 3 of this multiphase program is currently underway and information concerning the topics to be presented is forthcoming. Please check the NIC Web site regularly for updated information and broadcast dates and times.

#### **Application Requirements**

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 161). See “Satellite/Internet Broadcasts” (page 115) for additional information. Agencies may also complete a registration form online at [www.nicic.org](http://www.nicic.org).

Individuals interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

#### **Contacts**

Program content: Dee Halley, Administration Division: Special Projects;  
toll-free telephone: 800-995-6423, ext. 40374, or 202-514-0374;  
e-mail: [dhalley@bop.gov](mailto:dhalley@bop.gov).

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division;  
toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

#### **3-HOUR BROADCAST\***

Broadcast date and times will be posted on the NIC Web site.

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

# Offender Workforce Development

The Offender Workforce Development Division, formerly the Office of Correctional Job Training and Placement, was established legislatively within NIC to encourage and support job training, placement, and retention programs by offering technical assistance, training, and information services to organizations that provide workforce development services for individuals with criminal records.

## TRAINING PROGRAM

### SITE TO BE DETERMINED\*

**Week 1** (06–T322): Jan. 22–27, 2006

**Week 2** (06–T323): Mar. 6–10, 2006

**Week 3** (06–T324): Apr. 24–28, 2006

**Applications Due:** Oct. 3, 2005

### SITE TO BE DETERMINED\*

**Week 1** (06–T325): Aug. 6–11, 2006

**Week 2** (06–T326): Sept. 18–22, 2006

**Week 3** (07–T321): Oct. 29–Nov. 3, 2006

**Applications Due:** May 1, 2006.

**Note:** The training program is a series of three 1-week training blocks. Participants are expected to attend all three blocks within the series.

Prior to the first day of class during week 1, participants are required to attend an evening orientation meeting.

\* When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### ***Offender Workforce Development Specialist Partnership Training Program***

#### **Purpose**

The purpose of this partnership training program is to help agencies develop the capacity locally to provide competency-based training for offender workforce development specialists who assist individuals who have criminal records with making informed decisions relative to job and career choices based on (1) their abilities, aptitudes, and interests and (2) information relevant to today's job market (e.g., occupational, educational, and labor market information).

#### **Who Should Attend**

This training program addresses the training competencies required for certification as a Global Career Development Facilitator (GCDF) and/or as a Global Career Development Facilitator–Instructor (GCDF–I) through the Center for Credentialing in Education, Inc. The training is designed for 6- to 12-member teams and each team must meet the following requirements:

- ◆ One or more members of the team must hold a master's degree in counseling (e.g., educational psychology, vocational rehabilitation, career counseling, or another field that includes career counseling course work).
- ◆ All team members must have the education and experience to qualify for either full or provisional certification as a GCDF. Each trainee is strongly encouraged to apply for certification or provisional certification on completion of the program.
- ◆ Three or more members of the team must meet the education and experience requirements to qualify for certification as a GCDF–I. Each trainee qualified for GCDF–I certification is strongly encouraged to apply for certification on completion of the program.

- ◆ Each team member must have basic skills as a trainer; however, experience is preferred.
- ◆ All members of the team must represent organizations that are directly or indirectly responsible for providing employment services for people with criminal records (i.e., job skills training, job and career counseling, placement, advancement, and retention).

See the *Administrative Guide: Offender Workforce Development Specialist Partnership Training Program* for more information on GCDF certification. The guide may be downloaded from the NIC Web site at [www.nicic.org](http://www.nicic.org)

This training qualifies for continuing education units (CEUs), and qualified applicants may apply for undergraduate or graduate credit.

## Description

The OWDS (Offender Workforce Development Specialist) Partnership Training Program consists of three blocks, each 4 1/2 days in length, totaling 112 hours of classroom instruction. Approximately six e-Learning modules are to be completed through NIC's Learning Center as prerequisites to the classroom training. In addition, 68 hours of practicum and homework assignments must also be completed.

The three training blocks are scheduled approximately 5 weeks apart to allow participants to return home and take care of critical job responsibilities. Trainees complete mandatory practicum and reading assignments during these intervals. Before a trainee applies for the program, he or she should read the *Administrative Guide: Offender Workforce Development Specialist Partnership Training Program* and thoroughly discuss the course requirements with his/her administrator. Together, the administrator and the trainee should outline a plan to ensure that the trainee completes the practicum work and e-Learning modules between classroom training sessions.

The OWDS training program addresses the following competencies: career development theory and application, understanding and using facilitation skills, the role of assessment in career planning and job placement, instruction and group facilitation, designing and implementing training and work development services, barriers to employment, ethics of the career development facilitator, transition interventions for the offender population, job-seeking and employability skills, job retention, and the role of information and computers in career planning.

Blocks one and two of the program (Weeks 1 and 2) address the program's core competencies. Following that mastery, the third training block (Week 3) includes modules on collaboration, evaluation, and OWDS training instruction.

OWDS program objectives are to—

- ◆ Enhance participants' knowledge, skills, and abilities related to workforce development and career facilitation.

- ◆ Prepare a team action plan for conducting OWDS training for practitioners in their jurisdictions.
- ◆ Prepare trainees as Instructors of the OWDS curriculum.

### **Primary Sponsoring Agency**

The OWDS Partnership Training Program is available to primary sponsoring agencies that have formally expressed an interest in building the local capacity (Instructors) to provide competency-based training for Offender Workforce Development Specialists who meet the course requirements for trainee certification as Global Career Development Facilitators through the National Board of Certified Counselors, Center on Credentialing and Education, Inc.

The primary sponsoring agency for this program must be a federal, state, or local public correctional agency that provides direct or indirect employment services for individuals with criminal records. The primary agency is responsible for submitting all requested information for the team's training consideration. The agency may determine the exact composition of the 6- to 12-person team. Teams may consist of employees from the same organization; however, inclusion of individuals from several organizations is strongly encouraged.

NIC will provide funding not to exceed \$25,000 to a primary sponsoring agency through a cooperative agreement for a period of 18 months for use in meeting in part the cost to the jurisdiction of developing the local capacity for offering, on an ongoing basis, the OWDS training program. Each partnership is responsible for providing this training to a minimum of 25 trainees during the project period for which NIC will provide monitoring.

### **Co-sponsoring Agency**

Co-sponsoring agencies may include organizations that work with public corrections or that assist individuals with criminal records in one or more of the following areas: job skills training and job and career counseling, placement, advancement, and retention. Locations where these services are provided may include other correctional agencies (jails, prisons, and community corrections) as well as colleges, private nonprofit and for-profit organizations, Department of Labor's One-Stop Career Centers, departments of vocational rehabilitation, faith-based and community organizations, and other related agencies.

For a description of the partnership program, visit the Offender Workforce Development Division Web site at [www.nicic.org](http://www.nicic.org) and review the *Administrative Guide: Offender Workforce Development Specialist Partnership Training Program*. If, after reviewing the *Administrative Guide*, you are interested in obtaining more information and stating your interest to be considered for a training partnership, please contact NIC's OWDS Program Contact, Francina Carter. Ms. Carter's contact information is listed below.



## Application

Contact the National Career Development Association (NCDA) at 866-367-6232 or 918-663-7060 or [www.ncda.org](http://www.ncda.org) to receive a copy of the *Administrative Guide: Offender Workforce Development Specialist Partnership Training Program*. The document may also be downloaded from NIC's Web page at [www.nicic.org](http://www.nicic.org). All application forms must be obtained from NCDA.

## Program Contact

Francina C. Carter, Offender Workforce Development Division; toll-free telephone: 800-995-6423, ext. 40117, or 202-514-0117; e-mail: [fccarter@bop.gov](mailto:fccarter@bop.gov).

## PUBLICATIONS

The following NIC publications focus on the OWDS Partnership Training Program and the activities of NIC's Offender Workforce Development Division.

- ◆ *Administrative Guide: Offender Workforce Development Specialist Partnership Training Program.*
- ◆ *OCJTP Annual Report to Congress, Fiscal Years 2001 and 2002.*

## 3-HOUR SATELLITE/INTERNET BROADCAST

### 3-HOUR BROADCAST\*

**Date:** Mar. 22, 2006

**Program:** 06–S9002

**Applications Due:** Mar. 20, 2006

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### ***Offender Employment Specialist Facilitator Training***

#### **Who Should Attend**

Individuals working or volunteering in prisons, jails, community corrections, community and faith-based organizations, U.S. Department of Labor One-Stops, and other governmental organizations such as Health and Human Services who would like to learn how to facilitate NIC's 24-hour Offender Employment Specialist training are encouraged to attend.

#### **Description**

During this 3-hour satellite/Internet broadcast, NIC's Offender Workforce Development Division will share information on how to facilitate Offender Employment Specialist training, which includes the following topics:

- ◆ Improving Employment Outcomes Through Collaboration.
- ◆ Addressing Pre-Employment and Job Readiness.
- ◆ Conducting an Effective Job Search.
- ◆ Utilizing Effective Assessment Tools.
- ◆ Developing Interventions.
- ◆ Connecting With Employers for Job Development.
- ◆ Making Good Job Matches.
- ◆ Implementing Effective Strategies.

Topics that will be covered include the use of the DVD curriculum, the accompanying Reader's Guide, and all classroom activities. Additional discussion will focus on how to recruit community partners and participants for the 24-hour training.

#### **Application Requirements**

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 161). See "Satellite/Internet Broadcasts" (page 115) for additional information. Agencies may also complete a registration form online at [www.nicic.org](http://www.nicic.org).

Individuals interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

### **Contacts**

Program content: Francina C. Carter, Offender Workforce Development Division; toll-free telephone: 800-995-6423, ext. 40117; e-mail: [fccarter@bop.gov](mailto:fccarter@bop.gov).

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: [ewolahan@bop.gov](mailto:ewolahan@bop.gov).

# Women Offenders

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The National Institute of Corrections remains committed to providing training and technical assistance in the area of women offenders to all constituent groups in adult corrections: jails, prisons, and community corrections, including pretrial defendants. Described here are training and technical assistance opportunities designed for senior-level administrators with policymaking authority to positively impact and create improved outcomes for criminal justice systems and for women involved in the criminal justice system.

During this fiscal year, NIC plans to further enhance its strategy to work more effectively with women offenders and defendants through a variety of means. These include incorporating emerging research and practice as they apply to women involved in the criminal justice system; making changes and adaptations to current NIC offerings, including information learned from other NIC initiatives to better address this particular population; and addressing barriers that inhibit policy, programs, and operations from working in the best interest of women as they move through the criminal justice continuum. Moreover, NIC intends to address the needs expressed by the criminal justice field to better manage and engage this population.

Please check the NIC Web site regularly as NIC will announce additional training and technical assistance opportunities specific to women offenders and defendants primarily through its Web site ([www.nicic.org](http://www.nicic.org)) as this fiscal year progresses.

## TRAINING PROGRAM

**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** June 12–16, 2006

**Program:** 06–H501

**Applications Due:** Mar. 10, 2006

### ***Women Offenders: Developing an Agencywide Approach***

#### **Who Should Attend**

Three-person teams from jails, prisons, or community corrections agencies that will commit to developing an agencywide plan for an effective response to women offenders. Teams must include an agency administrator with authority to direct resources to effect the planned changes in policy and practice and two managers who are responsible for implementation. Applications without this level of participant will not be accepted.

#### **Description**

This 36-hour program leads participant teams through strategic planning to develop an agency plan that provides coordination and direction to manage women offenders effectively. The plan will guide development of agency policies and procedures to ensure that responsive and effective services are provided to meet the supervision and programming needs of women offenders.

## Application Requirements

Each team member must complete Form A (page 157); only one supplementary statement for the team is required. The statement must describe a critical issue facing the agency in the management of women offenders, the role of each team member in implementing a systemic plan for working with women offenders, and the team's commitment to meet with senior management to review the plan developed.

Each team member may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC Training Center Programs in Longmont, Colorado” (page 137) for logistical information.

## Contact

Maureen Buell, Administration Division: Special Projects; toll-free telephone: 800-995-6423, ext. 40121, or 202-514-0121; e-mail: [mbuell@bop.gov](mailto:mbuell@bop.gov).

### SEE ALSO . . .

- Improving Correctional Responses to Women Offenders (page 42).
- Operational Practice in Women's Prisons—Train-the-Trainer (page 81).
- NIC Web site: [www.nicic.org](http://www.nicic.org)

## TECHNICAL ASSISTANCE

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### ***Improving Correctional Responses to Women Offenders***

#### **Who Should Apply**

Criminal justice agencies, which include courts, pretrial staff, jails, prisons, and community corrections interested in designing more effective decisionmaking processes and supervision options for women offenders.

#### **Description**

Women encountering the criminal justice system are doing so in increasing numbers. In 2003, the total number of women under some form of correctional sanction numbered more than 1.2 million according to the Bureau of Justice Statistics.

- ◆ **Probation and Parole:** In 2003, women made up 23 percent of adults on probation (933,100 were female), up from 21 percent in 1995. The female parole population has increased steadily, from 10 percent in 1995 to 12 percent in 2000 to 13 percent of adults under parole supervision in 2003 (96,900).<sup>1</sup>
- ◆ **Federal and State Prisons:** Since 1995, the total number of women under the jurisdiction of federal or state prison authorities has grown 48 percent, from 68,468 in 1995 to 101,179 at yearend 2003. By comparison, the total number of male prisoners has grown 29 percent, from just over 1 million in 1995 to more than 1.3 million during this same period. Since 1995, the annual rate of growth of the female inmate population averaged 5 percent, higher than the 3.3 percent annual rate of growth for their male counterparts.<sup>2</sup>
- ◆ **Local Jails:** Overall, the average adult female jail population has grown 6.4 percent annually over the past 10 years, while the adult male population has grown 3.9 percent. In 1995, women comprised 10.2 percent of all persons in local jails nationwide. At midyear 2003, this percentage had grown to 11.9 percent (or 82,169) (7.1 percent, unconvicted; 4.7 percent, convicted).<sup>3</sup>

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<sup>1</sup> Glaze, L.E., and S. Palla. 2004. *Probation and Parole in the United States, 2003*. Washington, DC: U.S. Department of Justice, Bureau of Justice Statistics.

<sup>2</sup> Harrison, P.M., and A.J. Beck. 2004. *Prisoners in 2003*. Washington, DC: U.S. Department of Justice, Bureau of Justice Statistics.

<sup>3</sup> Harrison, P.M., and J.C. Karberg. 2004. *Prison and Jail Inmates at Midyear 2003*. Washington, DC: U.S. Department of Justice, Bureau of Justice Statistics.

The criminal justice system often operates within the boundaries of pretrial, jails, prisons, and community corrections, and many of the services and programs that NIC offers recognize that women frequently cycle among these systems. Training and technical assistance offered by NIC have generally been designed to reach a broad range of policymakers who can influence policies and practices concerning women who come in contact with the criminal justice system. However, training and technical assistance are available for local jurisdictions to examine and improve their responses to this population as well.

### **Application Requirements**

Agencies with the sole or shared responsibility for managing women who come in contact with the criminal justice system may apply for limited, short-term technical assistance. To apply for technical assistance, see “Technical Assistance” (page 109).

### **Contact**

Maureen Buell, Administration Division: Special Projects; toll-free telephone: 800-995-6423, ext. 40121, or 202-514-0121; e-mail: [mbuell@bop.gov](mailto:mbuell@bop.gov).

## **PUBLICATIONS**

Resources available from NIC on women offenders include the following:

- ◆ “Children of Prisoners: Children of Promise,” satellite/Internet broadcast held on June 18, 2003 (DVD).
- ◆ *Classification of Women Offenders: A National Assessment of Current Practices.*
- ◆ *Classification of Women Offenders in State Correctional Facilities.*
- ◆ “Community Supervision: Using a Strength-Based, Family Focused Approach,” satellite/Internet broadcast held on March 16, 2005 (DVD).
- ◆ “Critical Issues in Managing Women Offenders: A Policy Perspective” (training resource).
- ◆ *Developing Gender-Specific Classification Systems for Women Offenders.*
- ◆ *Directory of Community-Based Programs for Women.*
- ◆ “Female Offenders and the Community,” satellite/Internet broadcast held on July 18, 2001 (VHS or DVD).
- ◆ *Gender-Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders.*

- ◆ *Gender-Responsive Strategies for Women Offenders: Approach and Findings* (bulletin).
- ◆ *Gender-Responsive Strategies for Women Offenders: Jail Applications* (bulletin).
- ◆ *Responding to Women Offenders in the Community: Topics in Community Corrections.*
- ◆ “Sentencing Women Offenders: A Training Curriculum for Judges” (training resource).
- ◆ *Serving Children and Families of Adult Offenders: A Directory of Programs.*
- ◆ *Staffing Analysis for Women’s Prisons and Special Prison Populations: Special Issues in Corrections.*
- ◆ *Women in Jail: Classification Issues.*
- ◆ *Women in Jail: Facility Planning Issues.*
- ◆ *Women in Jail: Legal Issues.*

To request copies, see “Information Services” (page 103).

## WEB PAGE

NIC maintains a Web page on women offender issues at its Web site: [www.nicic.org](http://www.nicic.org). In this location, you will find information on training and technical assistance regarding the management of women offenders for all components of corrections; publications; information and policy development projects; and links to related Web sites on women, children, and families in the criminal justice system.



## NIC e-LEARNING

### ***Workforce Development and Women Offenders***



NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

#### **Audience**

Individuals working or volunteering in prisons, jails, community corrections, community and faith-based organizations, U.S. Department of Labor One-Stops, and other governmental organizations such as Health and Human Services who are interested in workforce development issues specific to women offenders.

#### **Description**

Women offenders face the same barriers as men when attempting to make the transition from incarceration to life and employment on the outside. However, they face some additional barriers as well, often including primary parenting responsibilities, the need for acceptable childcare services, and a lack of support through the transition period from incarceration to community release. Women offenders often have very limited knowledge and unrealistic expectations about the world of work, and are often unaware of the employment options they have.

This course encourages the participant to—

- ◆ Acknowledge the common characteristics of women offenders while understanding that each woman is different and presents different needs, strengths, and barriers.
- ◆ Recognize that working with women may require different professional facilitation skills and learn to apply these skills with women offenders.
- ◆ Implement an individualized approach, through assessment and action planning, with each woman offender after gaining a thorough knowledge of her as a person and her situation relative to obtaining and sustaining employment.

#### **Course Objectives**

At the conclusion of this course, participants will be able to—

- ◆ Describe typical characteristics of women offenders.
- ◆ Describe external barriers faced by women offenders.
- ◆ Describe how these characteristics and barriers affect the employability of women offenders.
- ◆ State several general principles about the facilitation skills that are successful with women.
- ◆ Identify good facilitation skills when they observe them.
- ◆ Apply good facilitation skills to their work with women offenders.

- ◆ Identify three different purposes for assessment of women offenders.
- ◆ Identify tools and techniques related to each of those purposes.
- ◆ Apply these tools and techniques to develop an action plan for a woman offender.
- ◆ Describe ways in which the career development of women differs from that of men.
- ◆ List the primary sources of information that offenders need in order to engage in career planning.
- ◆ Use these resources with ex-offenders to develop action plans.
- ◆ List and describe successful interventions with women offenders.
- ◆ Identify specialized resources for use with women offenders.

### **Expected Duration**

2–3 hours.

### **Enrollment Eligibility**

This curriculum is designed as a supplement to the Offender Workforce Development Specialist training, or as a stand-alone e-Learning module. Enrollment is open to practitioners working or volunteering in prisons, jails, community corrections, community and faith-based organizations, U.S. Department of Labor One-Stops, and other governmental organizations such as health and human services whose jobs provide employment or support services directly or indirectly to people with criminal records.

### **Contact**

Francina C. Carter, Offender Workforce Development Division; toll-free telephone: 800–995–6423, ext. 40117; e-mail: [fccarter@bop.gov](mailto:fccarter@bop.gov).

# Correctional Health Care

## TECHNICAL ASSISTANCE

### ***Offender Mental Health Services***

Since the mid-1980s, NIC has assisted correctional administrators to help mentally ill individuals who have become involved in the criminal justice system. NIC targeted technical assistance, training programs, forums, and publications have focused on this offender population.

Increasing numbers of mentally ill offenders continue to have an impact on the entire criminal justice system. This includes the growing numbers of mentally ill offenders who have strained the resources of correctional systems that are not designed or staffed to manage them. Jails, prisons, and the spectrum of community corrections agencies struggle with how to access resources to serve this population.

To help federal, state, and local jurisdictions improve their response to and services for mentally ill offenders, NIC's technical assistance initiative will help jurisdictions create or enhance their relationships with mental health professionals and other stakeholders to better serve mentally ill offenders within the criminal justice continuum.

Technical assistance is available to help jurisdictions across all corrections disciplines develop initiatives to more effectively manage mentally ill offenders in the criminal justice system. Services include technical assistance, training, and information development and dissemination. For more information and to apply for technical assistance, see "Technical Assistance" (page 109).

#### SEE ALSO . . .

Jail Mental Health Services (page 71).  
Correctional Health Care (page 91).

#### SEE ALSO . . .

NIC's Web site ([www.nicic.org](http://www.nicic.org)) for links to these related Web sites:

- The Consensus Project.
- Mental Health in Corrections Consortium.
- National Alliance for the Mentally Ill.
- National Center for Mental Health and Juvenile Justice.
- National GAINS Center.
- National Institute of Mental Health.
- National Mental Health Association.
- U.S. Department of Health and Human Services.

## PUBLICATIONS

Publications and additional information concerning offenders and mental health are available on the NIC Web site ([www.nicic.org](http://www.nicic.org)). Available resources include the following:

- ◆ *Effective Prison Mental Health Services: Guidelines To Expand and Improve Treatment.*
- ◆ "Jail Inmates With Mental Illness: A Community Problem," satellite/Internet broadcast held on April 17, 2002 (VHS or DVD).

- ◆ “Managing the Mentally Ill Offender in the Community During an Era of Managed Health Care,” satellite/Internet broadcast held on July 17, 2002 (VHS or DVD).
- ◆ “Meeting the Challenge in Correctional Mental Health: The Prison Experience,” satellite/Internet broadcast held on June 19, 2002 (VHS or DVD).
- ◆ *Training Curriculum on Suicide Detection and Prevention in Jails and Lockups.*

# Jails: Programs and Services



## Jails: Programs and Services

### Jail Administration

#### Training Programs

- Administering the Small Jail
- Jail Administration
- Jail Resource Management

#### Jail Crowding and Justice System Assessment

#### Technical Assistance

- Small Jails: State-Based Assistance

#### Publications

#### NIC e-Learning

- How To Collect and Analyze Data

### Inmate Behavior Management

#### Training Programs

- Inmate Behavior Management
- How To Run a Direct-Supervision Housing Unit: Training for Trainers

#### Technical Assistance

- Inmate Behavior Management
- Interpersonal Communications in the Correctional Setting (IPC)
- Direct Supervision

#### Publications

### New Jail Planning

#### Training Programs

- Planning of New Institutions: Taking Control of the Planning Process
- Managing Jail Design and Construction

#### Technical Assistance

- Jail and Justice System Assessment
- Transition Assistance
- General Technical Assistance

#### Publications

### Educating Local Officials and the Community

#### Training Program

- The Jail as a Part of County Government

#### Technical Assistance

#### Publications

### Jail Standards and Inspections

#### Training and Technical Assistance

### Jail Mental Health Services

#### Technical Assistance

#### Publications

# Jail Administration

A wide variety of challenges are inherent in jail administration, and jail administrators need specific types of information and tools to manage their operations effectively. The NIC Jails Division provides training, technical assistance, and information on the administration of jail functions.

## TRAINING PROGRAMS

### ***Administering the Small Jail***

#### **Who Should Attend**

Administrators of jails in which the organizational structure does not include a level of management between the administrator and first-line supervisors or line staff. The administrator directs overall operations, but also may routinely assume responsibility for mid-level and line functions, such as policy and procedure development, staff training, inmate supervision, booking and release, and inmate transport.

#### **Description**

The NIC Jails Division developed “Administering the Small Jail” in recognition of the unique circumstances of the small jail administrator. This 36-hour program focuses on effective practices in the areas of administrative liability; jail standards; policy and procedure; inmate behavior management; staffing needs; staff training; fire, safety, and sanitation; and documentation from the small jail perspective. Program participants explore effective practices in each of these areas, assess the operations of their own jails, and develop plans for improvement.

#### **Application Requirements**

##### **For Longmont, Colorado, Program:**

Applicants must submit Form A (page 157) and an organizational chart with their position highlighted. Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). See “NIC Training Center Programs in Longmont, Colorado” (page 137) for logistical information.

##### **For Partnership Program:**

**Agencies** interested in hosting this partnership program must submit Form B (page 159). The program dates will be determined jointly by the host agency

#### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** Jan. 22–26, 2006

**Program:** 06–J2801

**Applications Due:** Oct. 21, 2005

**Dates:** June 4–8, 2006

**Program:** 06–J2802

**Applications Due:** Mar. 3, 2006

**Dates:** Sept. 17–21, 2006

**Program:** 06–J2803

**Applications Due:** June 16, 2006

#### **PARTNERSHIP SITES\***

**Dates:** Host sites recommend dates.

**Program:** 06–J3501

**Host Applications Due:** Oct. 14, 2005

**Dates:** Host sites recommend dates.

**Program:** 06–J3502

**Host Applications Due:** Oct. 14, 2005

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

**Agencies** interested in hosting this program must submit Form B (page 159).

The program dates will be determined jointly by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region.

and NIC. NIC will then advertise the program to jails in the surrounding region. See “Partnership Programs” (page 149) for more information.

**Contacts**

**For Longmont, Colorado, Program:** Kris D. Keller, Jails Division; toll-free telephone: 800-995-6429, ext. 119; e-mail: [kdkeller@bop.gov](mailto:kdkeller@bop.gov).

**For Partnership Program:** Richard Geaither, Jails Division; toll-free telephone: 800-955-6429, ext. 139; e-mail: [rgeaither@bop.gov](mailto:rgeaither@bop.gov).

**NIC TRAINING CENTER  
LONGMONT, CO**

**Dates:** Mar. 19–23, 2006  
**Program:** 06–J2601  
**Applications Due:** Dec. 19, 2005  
**Dates:** Sept. 10–14, 2006  
**Program:** 06–J2602  
**Applications Due:** June 9, 2006

**ALL PROGRAMS AND SERVICES**

**Agencies** interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (pages 159, 161, or 163, respectively).

**Individuals** interested in participating in a partnership program or satellite/Internet broadcast training should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

**Individuals** interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 157) and the supplemental information requested in the program description. Individuals may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided.

**Jail Administration**

**Who Should Attend**

Administrators of jails in which the organizational structure includes at least one level of management between the jail administrator and shift supervisors. The jail administrator directs overall operations and delegates responsibility for many key functions to mid-level managers.

**Description**

This 32-hour program teaches administrators the basic skills and competencies needed to effectively manage and direct their jail operations. It focuses on such topics as risk management, jail standards, policies and procedures, inmate behavior management, jail staffing, budget management, and operational assessments. During the program, participants also examine strategies for effectively delegating responsibility and their role external to the jail—with local government officials, other parts of the criminal justice system, and the community.

**Application Requirements**

Applicants submit Form A (page 157). Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). See “NIC Training Center Programs in Longmont, Colorado” (page 137) for logistical information. Applicants must also submit an organizational chart, highlighting their position in the agency.

**Contact**

Alan L. Richardson, Jails Division; toll-free telephone: 800-995-6429, ext. 143; e-mail: [alrichardson@bop.gov](mailto:alrichardson@bop.gov).



## ***Jail Resource Management***

### **Who Should Attend**

Administrators of jails with fewer than 150 beds.

### **Description**

Jail administrators often cite a shortage of resources as one of their most difficult challenges. This program focuses on how to develop effective budget requests and better manage current resources. It teaches participants the importance of being familiar with their home-agency budget process and covers budget management techniques, methods for tracking expenditures, identification of budget- and nonbudget-dependent solutions to jail issues, identification of internal and external influences on budget decisions, and preparation and presentation of a funding request.

### **Application Requirements**

**Agencies** interested in hosting this program must submit Form B (page 159). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See “Partnership Programs” (page 149) for more information.

### **Contact**

Richard Geaither, Jails Division; toll-free telephone: 800-995-6429, ext. 139; e-mail: [rgeaither@bop.gov](mailto:rgeaither@bop.gov).

#### **PARTNERSHIP SITES\***

**Dates:** Host sites recommend dates.

**Program:** 06-J3200

**Host Applications Due:** Oct. 14, 2005

**Dates:** Host sites recommend dates.

**Program:** 06-J3201

**Host Applications Due:** Oct. 14, 2005

\*When dates and sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

#### **SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

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## JAIL CROWDING AND JUSTICE SYSTEM ASSESSMENT

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Jurisdictions that are experiencing jail crowding may apply for a justice system assessment (JSA). The JSA focuses on all components of the local criminal justice system and how its individual policies and practices affect the jail population. This includes recommendations for systemic approaches to managing the jail population and strategies for communication and shared decisionmaking among the system's various components. It also includes the types of information necessary to make effective decisions regarding the jail population that are consistent with the goals of the local criminal justice system. The JSA is usually a 3-day onsite event, followed by a written report of findings and recommendations for future actions.

For more information and to apply for technical assistance, see "Technical Assistance" (page 109).

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## TECHNICAL ASSISTANCE

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Technical assistance is available on a wide range of jail administration topics to individual jails nationwide. It is also available to state agencies and organizations that work to improve the quality of jail administration or provide services to jails.

For more information and to apply for technical assistance, see "Technical Assistance" (page 109).

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### ***Small Jails: State-Based Assistance***

#### **Who Should Apply**

Technical assistance and training will be provided over a 2-year period to two states with predominantly small jails (fewer than 150 beds). A coordinator, who will be the single point of contact in each state, will provide local logistical support, including training space and equipment, and disseminate information.

#### **Description**

Participants will attend the training programs at their own expense. NIC will provide the trainers and training materials. Primary training programs include "The Jail as a Part of County Government," "Administering the Small Jail," and "Jail Resource Management." Other training will be provided based on need and

may address such topics as jail liability, policy and procedure development, cost-effective staff training, and inmate behavior management.

### **Application Requirements**

To apply to serve as the coordinator, state agencies or state sheriff or jail associations should send a letter signed by the chief executive officer to the NIC Jails Division.

### **Contact**

Richard Geaither, Jails Division; toll-free telephone: 800-995-6429, ext. 139; e-mail: [rgeaither@bop.gov](mailto:rgeaither@bop.gov).

## **PUBLICATIONS**

NIC makes available a variety of resources related to jail administration, such as:

- ◆ “Alleviating Jail Crowding: A Systemic Approach,” satellite/Internet broadcast held on April 18, 2001 (VHS or DVD).
- ◆ “Beyond the Myths: The Jail in Your Community” (VHS or DVD).
- ◆ *Budget Guide for Jail Administrators: Beyond Budget Allocation—Sources of Funding and Services.*
- ◆ *Budget Guide for Jail Administrators: Developing the Budget.*
- ◆ *Budget Guide for Jail Administrators: Managing the Budget.*
- ◆ *Developing/Revising Detention Facility Policies and Procedures.*
- ◆ *Guidelines for Developing a Criminal Justice Coordinating Committee.*
- ◆ *How To Collect and Analyze Data.*
- ◆ *Jail Crowding: Understanding Jail Population Dynamics.*
- ◆ *Jail Design and Operations and the Constitution.*
- ◆ *Preventing Jail Crowding: A Practical Guide* (second edition).
- ◆ *Recruitment, Hiring, and Retention: Current Practices in U.S. Jails.*
- ◆ *Staffing Analysis Workbook* (second edition).
- ◆ *Staff-to-Inmate Ratios: Why It’s So Hard To Get to the Bottom Line.*
- ◆ *Women in Jail: Legal Issues.*

To request copies, see “Information Services” (page 103).

## NIC e-LEARNING

### ***How To Collect and Analyze Data***



#### **Audience**

Sheriffs, local directors of corrections, correctional middle managers, and new criminal justice data analysts from jails who are responsible for the development of jail budgets or inmate population statistics. This e-Learning course may also be of interest to public officials and governmental staff who have budget authority or responsibility for the jail budget and new jail planning.

#### **Description**

This e-Learning program addresses both ongoing and special issue data collections in local jails in addition to jail policies, practices, and problems. It was designed for individuals working in a policymaking capacity, middle managers, and supervisors in corrections. The concepts and content contained in this program are applicable to community corrections facilities, juvenile detention facilities, and other institutions in addition to individuals who may not work at a jail but who are involved in the collection and analysis of jail data.

Individuals involved in in-house data collection or who have crime analysts or statisticians on staff will find that many of the items covered in this program are familiar. This program was not intended for criminal justice policy analysts or planners who regularly work with statistics, information systems, or techniques like systems analysis. However, because of its focus on the issues facing jail administrators, it may be a useful resource for policy analysts or statisticians new to the criminal justice arena.

This program is an opportunity to become an informed consumer of statistics. The program provides a basic explanation of common descriptive statistics in understandable language, not statistical jargon. It will not teach you how to design the most up-to-date computerized management information system, but it will help you identify the elements that should be included in such a system and will provide some help in getting started. It will not make you a criminal justice policy analyst, but it will give you the opportunity to analyze some real data and show how that information can be used in policy decisionmaking in other criminal justice systems.

#### **Course Objectives**

At the conclusion of this course, participants will be able to—

- ◆ Identify reasons why sheriffs and jail administrators should collect data.
- ◆ More easily understand statistics and data collection procedures.

- ◆ Learn to collect data in the simplest, easiest, most efficient way possible.
- ◆ Practice analytical skills.
- ◆ Learn to display the information collected clearly and effectively so that county officials, other agencies, and the public can understand it and draw valid conclusions.

**Expected Duration**

2 hours.

**Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development, and others as identified under “Audience.”

**Contact**

Vicci Persons, Jails Division; toll-free telephone: 800–995–6429, ext. 166;  
e-mail: [vpersons@bop.gov](mailto:vpersons@bop.gov).

# Inmate Behavior Management

Managing inmate behavior is the core function of jails. Historically, jails have emphasized the physical containment of inmates over actively supervising them and managing their behavior. This has resulted in problems commonly associated with jails, such as violence, vandalism, and unsanitary conditions. These problems create dangerous conditions for both staff and inmates and can be costly for taxpayers. To address this issue, the NIC Jails Division has developed training programs, technical assistance, and information to help jails better manage inmates. In fiscal year 2006, the Jails Division's services focus on the development of an inmate behavior-management plan in jails and on the design and management of podular direct-supervision jails.

## TRAINING PROGRAMS

### NIC TRAINING CENTER LONGMONT, CO

**Dates:** Apr. 23–28, 2006

**Program:** 06–J2302

**Applications Due:** Jan. 23, 2006

**Dates:** July 23–28, 2006

**Program:** 06–J2303

**Applications Due:** Apr. 24, 2006

### ***Inmate Behavior Management***

#### **Who Should Attend**

Three-person teams consisting of (1) the jail administrator, (2) the person in charge of the security staff, and (3) the person in charge of the inmate classification system.

#### **Description**

This 44-hour program teaches participants the information and skills necessary to develop a formal plan to manage inmate behavior in their respective jails. It presents the six components of an inmate behavior-management plan, as follows:

- ◆ Assessing the risks and needs each inmate presents (inmate classification).
- ◆ Developing an inmate housing plan.
- ◆ Meeting basic inmate needs.
- ◆ Setting and conveying expectations for inmate behavior.
- ◆ Supervising inmates.
- ◆ Keeping inmates productively occupied.

For each component, participants are taught why the component is essential to the plan, the elements of the component, and the implementation strategies. The need for full integration of all components is also discussed. Participants work

within their agency teams to assess where their jail currently stands in relation to each component and what improvements need to be made. Participants also identify the support, training, and other resources necessary to develop and implement the inmate behavior-management plan.

### Application Requirements

Applicants must submit Form A (page 157). Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Applications must be accompanied by a copy of the agency's organizational chart, with the applicant's positions highlighted. See "NIC Training Center Programs in Longmont, Colorado" (page 137) for logistical information.

### Contacts

Kris D. Keller, Jails Division; toll-free telephone: 800-995-6429, ext. 119; e-mail: [kdkeller@bop.gov](mailto:kdkeller@bop.gov).

Fran Zandi, Jails Division; toll-free telephone: 800-995-6429, ext. 155; e-mail: [fzandi@bop.gov](mailto:fzandi@bop.gov).

#### SEE ALSO . . .

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

## How To Run a Direct-Supervision Housing Unit: Training for Trainers

### Who Should Attend

Two-person teams from jurisdictions preparing to occupy a new direct-supervision jail or currently operating a direct-supervision jail may apply. Both team members must be assigned to train their jail's staff in housing unit management. Both team members must have been trained in interpersonal communications skills, have experience working in inmate housing units, and support the direct-supervision approach to inmate management. At least one team member must have experience as a trainer.

### Description

This 74-hour program teaches participants the skills to deliver the "How To Run a Direct-Supervision Housing Unit" curriculum to line staff. Participants experience the housing unit curriculum as trainees, are trained in curriculum materials and delivery methods, and present the curriculum to demonstrate proficiency. They are given all the materials needed to provide specialized training to line staff in working face-to-face with inmates in a direct-supervision setting.

#### NIC TRAINING CENTER LONGMONT, CO

**Dates:** Feb. 27–Mar. 9, 2006

**Program:** 05–J2201

**Applications Due:** Nov. 25, 2005

**Dates:** Aug. 21–31, 2006

**Program:** 06–J2202

**Applications Due:** May 19, 2006

#### SEE ALSO . . .

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

## **Application Requirements**

Applicants must attach to Form A (page 157) the following:

If the agency is opening a new direct-supervision jail, and *does not* currently operate a direct-supervision facility, then—

A letter that provides the opening date for the new jail, the role of the applicant in the transition process, the type of training experience each applicant has, a statement declaring that it is understood that the trainers will return to the agency and train additional staff to be trainers in this curriculum, and an agreement that the team will deliver the 32-hour housing unit curriculum at least once during the coming year.

If the agency is currently operating a direct-supervision jail, then—

A letter that provides information about the current jail (how long it has been open, the number of staff and inmates), the type of training experience each applicant has, whether the agency has previously received this training and when the training was received, a statement declaring that it is understood that the trainers will return to the agency and train additional staff to be trainers in this curriculum, and an agreement that the team will deliver the 32-hour housing unit curriculum at least once during the coming year.

Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided.

See “NIC Training Center Programs in Longmont, Colorado” (page 137) for logistical information.

## **Contact**

Vicci Persons, Jails Division; toll-free telephone: 800-995-6429, ext. 166; e-mail: [vpersons@bop.gov](mailto:vpersons@bop.gov).



## TECHNICAL ASSISTANCE

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### ***Inmate Behavior Management***

NIC offers technical assistance to help jails assess and improve their management of inmate behavior. This may include assistance related to implementation of a formal inmate behavior management plan or may include assistance related to any one of the six components of an inmate behavior management plan, such as inmate classification or supervision.

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### ***Interpersonal Communications in the Correctional Setting (IPC)***

NIC offers a training for trainers in the area of interpersonal communications to agencies that are interested in hosting a class that includes participant teams from other agencies. The curriculum is designed to provide agency trainers with the information and tools to teach their staff the importance of communicating with inmates, thus allowing them to avoid unnecessary conflicts.

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### ***Direct Supervision***

#### **Direct-Supervision Assessment Tool**

Jurisdictions operating direct-supervision jails may request technical assistance in administering the Self-Audit Instrument for Administrators of Direct-Supervision Jails. This instrument is designed to assess how well the concepts and principles of direct supervision are being implemented in the facility.

#### **Site Visits**

Jurisdictions planning, opening, or operating direct-supervision jails may request assistance via a site visit for up to three people to see up to two direct-supervision jails in operation. This technical assistance is intended to allow agencies to develop new operational ideas for their new or existing direct-supervision jails. It is a requirement that jurisdictions requesting this assistance tour direct-supervision jails within a day's driving distance of their location (if any are available) before requesting this assistance. Staff going on the site visit must be in a position to provide policy direction or decisions.

For more information and to apply for technical assistance, see "Technical Assistance" (page 109).

## PUBLICATIONS

NIC has available various resources related to inmate classification and podular direct supervision, including:

- ◆ *Audits of Podular Direct-Supervision Jails.*
- ◆ *Directory of Direct-Supervision Jails, 2001.*
- ◆ *How to Collect and Analyze Data.*
- ◆ *Interpersonal Communications in the Correctional Setting* (training resource).
- ◆ “Jails in America: A Report on Podular Direct Supervision” (VHS or DVD).
- ◆ *Objective Jail Classification Systems: A Guide for Jail Administrators.*
- ◆ *Podular Direct-Supervision Jails Information Packet.*
- ◆ *Resource Guide for Jail Administrators.*
- ◆ *Self-Audit Instrument for Administrators of Direct-Supervision Jails.*
- ◆ *Women in Jail: Classification Issues.*

To request copies, see “Information Services” (page 103).

Additional information related to inmate behavior management includes:

- ◆ Hutchinson, V., K. Keller, and T. Reid. (2005). “Inmate Behavior Management: The Core of Jail Operations.” *American Jails* XIX(2) (May/June): pages 9–14.

# New Jail Planning

Local jurisdictions face a wide variety of challenges when deciding whether to build a new jail. If they make a decision to build, they face further challenges in the planning, construction, and operation of a new jail. The NIC Jails Division provides training, technical assistance, and information related to new jail planning. These services address issues such as factors to consider in making the decision to build a new jail; the crucial importance of owner involvement in all phases of the project; and information related to designing, constructing, and occupying the new facility.

## TRAINING PROGRAMS

### ***Planning of New Institutions: Taking Control of the Planning Process***

#### **Who Should Attend**

This program is designed for four-person teams from jurisdictions that have made a firm decision to construct a jail, are ready to take control of the project, and are willing to engage in a major planning effort. Team members must have key policymaking and decisionmaking roles in the new jail project. The team must include the sheriff or director of corrections, the jail administrator, a county commissioner or county supervisor, and the county executive or administrator. If the jurisdiction has an architect, project manager, or criminal justice planner under contract for the project, he/she may be included as a fifth member of the team at the jurisdiction's expense.

#### **Description**

This 32-hour program familiarizes participants with all aspects of the new jail planning process and helps them develop a team approach to planning. Most jurisdictions will have the opportunity to plan only one jail. Owner involvement throughout the planning process is crucial to the success of the planning effort and, ultimately, the successful construction and operation of the new jail. Decisions made at this stage of the planning process will affect the remainder of the project.

This program does not teach participants how to design a jail; instead, it teaches the importance of indepth planning before starting jail design. Concepts are taught through case studies, allowing participants to get "hands-on" experience

#### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** Oct. 24–27, 2005

**Program:** 06–J2101

**Applications Due:** July 22, 2005

**Dates:** May 1–4, 2006

**Program:** 06–J2102

**Applications Due:** Jan. 30, 2006

#### **SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org)  
for application forms and instructions.

in planning methods. The program focuses on the critical elements of planning a new facility, including collecting and using data, prearchitectural programming, site evaluation, project management, and determining staffing needs. Although criminal justice planners and architectural firms have the technical expertise to plan and design the new jail, the jurisdiction will operate that jail long after they are gone. Therefore, it is important that the jail is designed to meet the operational and space needs of the jurisdiction and the agency that will operate it.

### **Application Requirements**

Applicants must submit Form A (page 157). Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). See “NIC Training Center Programs in Longmont, Colorado” (page 137) for logistical information.

### **Contact**

Vicci Persons, Jails Division; toll-free telephone: 800-995-6429, ext. 166; e-mail: [vpersons@bop.gov](mailto:vpersons@bop.gov).

#### **NIC TRAINING CENTER LONGMONT, CO**

**Dates:** Nov. 14–17, 2005

**Program:** 06–J2104

**Applications Due:** Aug 12, 2005

**Dates:** May 1–4, 2006

**Program:** 06–J2105

**Applications Due:** Jan. 30, 2006

## ***Managing Jail Design and Construction***

### **Who Should Attend**

This program is designed for two- or three-person teams from agencies that are in the early stages of designing a new jail. Team members must have key policymaking and decisionmaking roles in the new jail project. Teams must also include (1) the operator’s representative, such as the sheriff or jail administrator (mandatory); (2) the agency representative responsible for representing the agency’s interest in the design and construction project such as the project manager (mandatory); and (3) the owner’s representative, such as the county manager or county board member (optional team member). Successful applicants may, or may not, have hired an architect.

### **Description**

For a new jail to operate effectively, its design must reflect and facilitate the intended operations. All too often, owners and operators of new jails relinquish design decisions to architects and contractors, then discover they must “fit” their operations to the physical plant—to the detriment of operations over the lifetime of the jail. This program will focus on the skills and abilities needed for an agency to take control of this process. It will help the participants take an active role in managing the day-to-day activities, resolving problems, and making decisions related to the design and construction process.

This 36-hour program teaches participants how to read and interpret facility planning documents, specifications, and schedules, as well as how and why

#### **SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

changes occur during construction and how to manage them. The program introduces participants to project management and clarifies the participants' roles and responsibilities related to the development, design, and construction of the new jail.

**Note:** This program is not intended to teach participants how to plan and design a new jail. It focuses instead on their role in directing the design and construction processes.

### **Application Requirements**

Applicants must submit Form A (page 157). Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). See “NIC Training Center Programs in Longmont, Colorado” (page 137) for logistical information.

### **Contact**

Alan L. Richardson, Jails Division; toll-free telephone: 800-995-6429, ext. 143; e-mail: [alrichardson@bop.gov](mailto:alrichardson@bop.gov).

## TECHNICAL ASSISTANCE

Technical assistance is available to support new jail planning.

For more information and to apply for technical assistance, see “Technical Assistance” (page 109).

### ***Jail and Justice System Assessment***

Jurisdictions considering renovating an existing jail or constructing a new one can apply for assistance in evaluating their current facility and the role of their jail in the local criminal justice system. NIC will assess the physical condition of the jail and interview criminal justice stakeholders about policies and practices that affect the jail. The assistance will result in recommendations related to new construction or renovation and observations concerning areas of the local justice system that have an impact on the jail population. The recommendations and observations will be presented at a meeting of local officials, jail practitioners, and community members and documented in a followup report.

### ***Transition Assistance***

Transition assistance helps local officials understand how to plan for the transition to and occupation of the new jail. It is available to jurisdictions at two points in time before the new jail opens:

- ◆ Before the jurisdiction breaks ground for the new jail, a technical resource provider can work onsite to help local officials understand the major components of transition, develop criteria for selecting transition team members, and create an action plan for the transition process.
- ◆ After the jurisdiction has broken ground for the new jail, technical resource providers can train the transition team on the function of the jail’s mission statement; development of operational scenarios, policies, procedures, and post orders; move logistics; staff training issues; and budgeting for transition.

If a jurisdiction is within 12 months of opening its new jail, assistance can still be provided but is limited in scope because of time constraints. A technical resource provider helps local officials identify the critical tasks required to open the facility and develop an action plan to complete those tasks.

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## **General Technical Assistance**

Technical assistance is available on other issues related to new jail planning. For more information and to apply for technical assistance, see “Technical Assistance” (page 109).

## **PUBLICATIONS**

NIC makes the following documents related to planning for new jails available:

- ◆ “Beyond the Myths: The Jail in Your Community” highlights the role of the jail in local criminal justice, basic jail functions, the complexity of jail operations, and challenges faced by jails (VHS or DVD).
- ◆ *Guidelines for Developing a Criminal Justice Coordinating Committee.*
- ◆ *How To Collect and Analyze Data.*
- ◆ *Jail Crowding: Understanding Jail Population Dynamics.*
- ◆ *Jail Design Guide.*
- ◆ *Jail Design Review Handbook.*
- ◆ *Jail Design and Operations and the Constitution.*
- ◆ *Jail Planning and Expansion: Local Officials and Their Roles.*
- ◆ *Preventing Jail Crowding: A Practical Guide* (second edition).
- ◆ *Resource Manual for Transition to a New Jail.*
- ◆ *Site Evaluation and Selection.*
- ◆ *Staffing Analysis Workbook* (second edition).
- ◆ *Women in Jail: Facility Planning Issues.*

To request copies, see “Information Services” (page 103).

# Educating Local Officials and the Community

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Many jail administrators express concern about the level of resources and support their jails receive from public officials and the general community. Often, what jail administrators experience as a lack of support is a result of the public’s misunderstanding of the role and functions of the jail. The public gets most of its information about jails from movies, television, and other media sources, which often present an incorrect and negative picture. Many jail administrators have voiced the need for better community education and a more open dialogue between the officials who fund the jail and those who manage the jail. The NIC Jails Division offers training, technical assistance, and information services to assist in this education effort.

## TRAINING PROGRAM

### PARTNERSHIP SITES\*

**Dates:** Host sites recommend dates.

**Program:** 06–J3300

**Host Applications Due:** Oct. 14, 2005

**Dates:** Host sites recommend dates.

**Program:** 06–J3301

**Host Applications Due:** Oct. 14, 2005

\*When dates and sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

### ***The Jail as a Part of County Government***

#### **Who Should Attend**

Three-person teams from local jurisdictions consisting of (1) the sheriff or director of the local department of corrections, (2) the jail administrator, and (3) a county commissioner or county administrator.

#### **Description**

This 24-hour training program helps build collaboration among jurisdictional team members in addressing jail issues by educating participants about the role, functions, and resource needs of jails and by developing an understanding among team members of each other’s responsibilities and challenges. The program focuses on jail operations, jail staffing, jail budgets, and the county’s civil liability in operating a jail.

#### **Application Requirements**

**Agencies** interested in hosting this program must submit Form B (page 159). The program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See “Partnership Programs” (page 149) for more information.

#### **Contact**

Richard Geather, Jails Division; toll-free telephone: 800–995–6429, ext. 139; e-mail: [rgeather@bop.gov](mailto:rgeather@bop.gov).



## TECHNICAL ASSISTANCE

Local jurisdictions may request technical assistance to address specific problems or to design and implement approaches to improving the working relationships between those who operate the jail and local officials. To apply for technical assistance, see “Technical Assistance” (page 109).

## PUBLICATIONS

NIC makes available the following resources related to educating local officials and the community:

- ◆ “Beyond the Myths: The Jail in Your Community” highlights the role of the jail in local criminal justice, basic jail functions, the complexity of jail operations, and challenges faced by jails (VHS or DVD).
- ◆ *Jail Resource Issues: What Every Funding Authority Needs To Know.*

To request copies, see “Information Services” (page 103).

# Jail Standards and Inspections

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## TRAINING AND TECHNICAL ASSISTANCE

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For more information and to apply for technical assistance, see “Technical Assistance” (page 109).

Jail standards and inspection agencies can be pivotal in improving jail facilities, management, and operations. The NIC Jails Division provides technical assistance to these agencies in the development and revision of jail standards and related inspection systems. The Jails Division also works in partnership with standards agencies to provide training and technical assistance to the jails they serve. Finally, the Jails Division provides technical assistance to jail-related organizations that want to develop a jail standards and inspection system and need assistance in understanding how to do so.

Jail standards agencies that would like to apply for technical assistance or partner with NIC in providing training to the jails they serve should write a letter to the Jails Division expressing their interest. The letter must be signed by the agency’s chief executive officer. To apply for technical assistance, see “Technical Assistance” (page 109).

### **Contact**

Jim T. Barbee, Jails Division; toll-free telephone: 800–995–6429, ext. 138;  
e-mail: [jbarbee@bop.gov](mailto:jbarbee@bop.gov).

# Jail Mental Health Services

Jails have experienced a dramatic rise in the number of mentally ill persons in their custody. Many jails are ill equipped to manage this population and have few resources for providing services to them. This initiative focuses on enhancing the delivery of mental health services to jail inmates and promoting a cooperative relationship between jail officials and mental health services providers. Services include technical assistance, training, and information development and dissemination.

## TECHNICAL ASSISTANCE

Technical assistance is available to help jails assess and improve their mental health services and develop and improve suicide prevention and intervention plans.

To apply for technical assistance, see “Technical Assistance” (page 109).

## PUBLICATIONS

NIC has a variety of resources available that address the issue of the mentally ill in jail, including the following:

- ◆ *Jail Diversion for the Mentally Ill: Breaking Through the Barriers.*
- ◆ “Jail Inmates With Mental Illness: A Community Problem,” satellite/Internet broadcast held on April 17, 2002 (VHS or DVD).
- ◆ *National Study of Jail Suicides: Seven Years Later.*
- ◆ *Proceedings of a National Forum on Creating Jail Mental Health Services for Tomorrow’s Health Care Systems.*
- ◆ “Training Curriculum on Suicide Detection and Prevention in Jails and Lockups.”

To request copies, see “Information Services” (page 103). In addition, *Jail Suicide/Mental Health Update*, a quarterly newsletter on jail mental health issues and suicide prevention, is available from the National Center on Institutions and Alternatives.

To request copies of *Jail Suicide/Mental Health Update*, contact:

Lindsay Hayes  
Project Director  
National Center on Institutions and  
Alternatives  
40 Lantern Lane  
Mansfield, MA 02048  
508-337-8806  
Fax: 508-337-3083

### SEE ALSO . . .

Offender Mental Health Services (page 47). Correctional Health Care (page 91).

# Prisons: Programs and Services



## Prisons: Programs and Services

### **Leadership and Management**

#### **Training Programs**

- Executive Forum for Deputy Directors
- Executive Leadership for Women
- Executive Training for New Wardens
- State Correctional Leadership for Women

### **Prison Management and Operations**

#### **Training Programs**

- Conducting Prison Security Audits
- Multidisciplinary Approach to Managing Prison Security Systems
- Operational Practice in Women's Prisons—Train-the-Trainer
- Management of Violent, High-Risk, and Supermax Inmates

#### **Technical Assistance**

#### **Publications**

#### **NIC e-Learning**

- Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions

### **Institutional Culture**

#### **Training Program**

- Managing the Multigenerational Workforce

#### **Publications**

### **Objective Classification**

#### **Technical Assistance**

#### **Publications**

#### **Web Page**

### **Correctional Health Care**

#### **Technical Assistance**

#### **Publications**

# Leadership and Management

The National Institute of Corrections (NIC) encourages correctional agency administrators to review and select courses offered in the “All Corrections Disciplines” (page 3) section of this service plan in addition to the leadership and management courses offered in this section.

## TRAINING PROGRAMS

### ***Executive Forum for Deputy Directors***

#### **Who Should Attend**

Deputy directors and, in some cases, regional or division directors of state departments of corrections who have direct supervisory responsibility for state prison wardens and the operation of the state’s prisons.

**Note:** This program is intended for the operational deputy or division director, not for deputies who manage other areas of the department. Only one applicant from each state will be selected.

#### **Description**

This 24-hour program provides an opportunity for deputy directors to examine and discuss critical issues affecting the management and leadership of a state prison system. An optional tour of a correctional institution will be available.

#### **Application Requirements**

Applicants must submit Form A (page 157). Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). See “NIC-Paid Training Beyond Longmont, Colorado” (page 143) for more information.

#### **Contact**

BeLinda P. Watson, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 30483, or 202-353-0483; e-mail: [bpwatson@bop.gov](mailto:bpwatson@bop.gov).

#### **SITE TO BE DETERMINED\***

**Dates:** Oct. 17–21, 2005

**Program:** 06-P801

**Applications Due:** July 15, 2005

\*When a site is selected, it will be posted at [www.nicic.org](http://www.nicic.org)

#### **ALL PROGRAMS AND SERVICES**

**Agencies** interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (pages 159, 161, or 163, respectively).

**Individuals** interested in participating in a partnership program or satellite/Internet broadcast training should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

**Individuals** interested in participating in a program at the NIC Training Center in Longmont, Colorado, or in an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 157) and the supplemental information requested in the program description. Individuals may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided.

**SITE TO BE DETERMINED\*****Dates:** Apr. 23–28, 2006**Program:** 06–P3301**Applications Due:** Jan. 27, 2006\*When a site is selected, it will be posted at [www.nicic.org](http://www.nicic.org).

## ***Executive Leadership for Women***

### **Who Should Attend**

Women who are senior, upper-level correctional managers serving in jails, prisons, and community corrections at the level of warden administrator and above who wish to enter the ranks of chief executives of state departments of corrections. Only one applicant from an agency will be selected.

### **Description**

This 36-hour program and its followup component enhance the ability of participants to achieve executive-level positions in corrections organizations and function effectively in those positions. The program focuses on the leadership skills necessary for organizational success, methods of overcoming barriers to advancement, personal growth critical to leadership, and career development. This training has been updated to include the most current thinking and research in successful leadership education programs. Participants are expected to participate in a phase two followup training within 1 year.

### **Application Requirements**

Interested applicants must attach to Form A (page 157) a brief description of the responsibilities of their current position and their two most recently held positions and a statement of how this program will benefit them and their agency.

Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC-Paid Training Beyond Longmont, Colorado” (page 143) for more information.

### **Contact**

Evelyn Bush, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 40376, or 202–514–0376; e-mail: [elbush@bop.gov](mailto:elbush@bop.gov).

**SEE ALSO . . .**

Executive Excellence (page 5).

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

## ***Executive Training for New Wardens***

### **Who Should Attend**

Wardens of state prisons who were appointed within the past year.

### **Description**

This 36-hour program enhances skills in areas essential to effective leadership and administration of a prison. Some of the topics to be discussed include institutional culture, central office relationships, fiscal decisionmaking, human resource management, media relations, action planning, and self-management. The option of working with an executive coach for up to 1 year will be available to participants.

### **Application Requirements**

Applicants must attach to Form A (page 157) a statement that describes when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their agencies.

Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC-Paid Training Beyond Longmont, Colorado” (page 143) for more information.

### **Contact**

BeLinda P. Watson, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 30483, or 202-353-0483; e-mail: [bpwatson@bop.gov](mailto:bpwatson@bop.gov).

#### **SITES TO BE DETERMINED\***

**Dates:** Oct. 3–7, 2005

**Program:** 06–P2501

**Applications Due:** July 1, 2005

**Dates:** Apr. 24–29, 2006

**Program:** 06–P2502

**Applications Due:** Jan. 23, 2006

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

#### **SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.



**SITES TO BE DETERMINED\*****Dates:** Oct. 16–21, 2005**Program:** 06–P3304**Applications Due:** July 15, 2005**Dates:** Mar. 19–24, 2006**Program:** 06–P3305**Applications Due:** Dec. 19, 2005\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).**Note: Individuals** will be selected by their agencies for participation in this program after the host states have been selected. Only applications from individuals in the selected host states will be accepted.**Agencies** interested in hosting this program must submit a letter of intent from the commissioner, secretary, or director of the state department of corrections.**Participants** will be selected by their agencies for participation in this program.

## ***State Correctional Leadership for Women***

### **Who Should Attend**

Women with supervisory responsibility, comparable to captain and above, within a prison or state correctional agency, particularly women who have a strong likelihood of promotion to senior-level management.

### **Description**

This 36-hour leadership development training program allows participants to assess their personal leadership styles and set specific goals for a career development plan. This “state model” program provides the opportunity for women from two or more different states to meet other professionals and expand their knowledge base in corrections by learning about other systems. The program supports personal goal setting with the use of an assessment instrument, experiential exercises, and personal coaching. Experienced correctional leaders and faculty will present current leadership topics.

### **Application Requirements**

**Agencies** interested in participating in/hosting this program must submit a letter of intent from the commissioner, secretary, or director of the state department of corrections to Evelyn Bush (see address below) stating the agreement of at least one other state system to participate in the training. The letter may be sent by one participating agency with the signatures of all chief executives, or separate letters may be sent by each agency. Letters must include the benefits that the agencies believe they would receive from participating in/hosting the program. Classroom participants will be selected from the selected agencies.

See “NIC-Paid Training Beyond Longmont, Colorado” (page 143) for more information.

### **Contact**

Evelyn Bush, Community Corrections/Prisons Division, National Institute of Corrections, 320 First Street, NW, Washington, DC 20534; toll-free telephone: 800–995–6423, ext. 40376, or 202–514–0376; e-mail: [elbush@bop.gov](mailto:elbush@bop.gov).

# Prison Management and Operations

## TRAINING PROGRAMS

### ***Conducting Prison Security Audits***

#### **Who Should Attend**

Persons responsible for the security operations of a state prison system or a prison should attend. Three-person teams designated by the director in writing as members of the department of corrections' audit team will be given priority.

#### **Description**

This 36-hour training program is conducted at selected state correctional institutions and will be offered three times throughout the year. Participants receive classroom training in the auditing of prison security systems, assist in the security audit of a host prison as a member of a supervised audit team, and provide verbal and written audit reports to the host agency. In conducting the security audit, participants review the host institution's security policy, post orders, staffing pattern, operational procedures and practices, equipment, training, and other factors related to internal and perimeter security.

#### **Application Requirements**

Applicants must attach to Form A (page 157) a statement that describes their correctional experience, their current assignment and responsibilities related to security, and the security level and size of their facility.

Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See "NIC-Paid Training Beyond Longmont, Colorado" (page 143) for more information.

#### **Contact**

BeLinda P. Watson, Community Corrections/Prisons Division;  
toll-free telephone: 800-995-6423, ext. 30483, or 202-353-0483;  
e-mail: [bpwatson@bop.gov](mailto:bpwatson@bop.gov).

#### **SITES TO BE DETERMINED\***

**Dates:** Mar. 20–24, 2006

**Program:** 06-P3201

**Applications Due:** Dec. 19, 2005

**Dates:** June 12–16, 2006

**Program:** 06-P3202

**Applications Due:** Mar. 10, 2006

**Dates:** Sept. 18–22, 2006

**Program:** 06-P3203

**Applications Due:** June 16, 2006

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

**PARTNERSHIP SITES\*****Dates:** Nov. 14–18, 2005**Program:** 06–P4201**Host Applications Due:** Aug. 15, 2005**Dates:** Feb. 13–17, 2006**Program:** 06–P4202**Host Applications Due:** Nov. 14, 2005**Dates:** May 15–19, 2006**Program:** 06–P4203**Host Applications Due:** Feb. 15, 2006**Dates:** Aug. 14–18, 2006**Program:** 06–P4204**Host Applications Due:** May 15, 2006

\*When sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org).

**Agencies** interested in hosting this program must submit Form B (page 159).

**Individual** applications will not be accepted until after the host agency sites have been selected.

## ***Multidisciplinary Approach to Managing Prison Security Systems***

### **Who Should Attend**

Managers who have direct control or oversight responsibility for security operations of a state prison, such as wardens, superintendents, deputy wardens, deputy superintendents, chiefs of security, and division heads.

### **Description**

This 36-hour training program focuses on the need to address institutional management as a “seamless” system that integrates all the functional components of managing an institution, with an emphasis on internal auditing and monitoring. These components include the workforce, information systems, programs, facilities, action planning, operations, and classification and support systems. This is a partnership program; a correctional system must be selected before individual participants may apply.

### **Application Requirements**

**Agencies** interested in hosting this program must submit Form B (page 159). Agencies that propose to include neighboring corrections jurisdictions will be given priority unless sound justification is provided for including only their own staff. See “Partnership Programs” (page 149) for more information.

**Individuals** interested in participating in this program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of selected sites and application instructions.

Note that NIC does not pay any participant expenses related to attendance at any partnership program.

### **Contact**

MaryLou Baker, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 48843, or 202–514–8843; e-mail: [mbaker@bop.gov](mailto:mbaker@bop.gov).

## **Operational Practice in Women's Prisons— Train-the-Trainer**

### **Who Should Attend**

Two- or three-person teams of individuals consisting of a trainer and an operational supervisor in a state women's prison. For three-person teams, an additional staff person who has overall training responsibility for the agency will be accepted.

### **Description**

This 24-hour program explores issues that are key to policy development and operational practices in the management of women's prisons. Team members will be instructed on how to deliver the program, which is an 8-hour training segment, in their respective agencies. Topics include women's pathways to crime, gender differences, operational issues, practices and programs, legal issues, and sexual misconduct.

### **Application Requirements**

Each team member must complete Form A (page 157); only one supplemental statement for the team is required. The statement must describe each team member's current position and responsibilities.

Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See "NIC-Paid Training Beyond Longmont, Colorado" (page 143) for more information.

### **Contact**

Evelyn Bush, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 40376, or 202-514-0376; e-mail: [elbush@bop.gov](mailto:elbush@bop.gov).

#### **SITE TO BE DETERMINED\***

**Dates:** May 15–17, 2006

**Program:** 06-P3101

**Applications Due:** Feb. 15, 2006

**Dates:** May 17–19, 2006

**Program:** 06-P3102

**Applications Due:** Feb. 15, 2006

\*When a site is selected, it will be posted at [www.nicic.org](http://www.nicic.org).

#### **SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

**COLORADO SPRINGS, CO****Dates:** Apr. 24–28, 2006**Program:** 06–P3601**Applications Due:** Jan. 23, 2006***Management of Violent, High-Risk, and Supermax Inmates*****Who Should Attend**

Correctional administrators, wardens, superintendents, and program and security managers who are responsible for planning and programming for or custody of high-risk or high-security inmates.

**Description**

This 36-hour training program focuses on planning, programming, and operations issues specific to the management of high-risk, high-custody, and supermax inmates. It examines risk assessment and management strategies, principles of control, and programming options that may have application for high-risk and supermax inmates. Participants examine political, philosophical, and policy issues unique to the management of these populations.

**Application Requirements**

Applicants must attach to Form A (page 157) a statement that describes their current responsibilities related to the treatment or management of violent, high-risk, and supermax inmates and their experience, skills, and training related to the treatment and management of these inmates.

Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC-Paid Training Beyond Longmont, Colorado” (page 143) for more information.

**Contact**

Randy Corcoran, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 40058, or 202–514–0058; e-mail: [rcorcoran@bop.gov](mailto:rcorcoran@bop.gov).

**SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

## TECHNICAL ASSISTANCE

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To help state prisons and departments of corrections manage their institutions in a more effective manner, technical assistance is available in any area of prison management or operations. Refer to the section on “Technical Assistance” (page 109) for information.

## PUBLICATIONS

NIC has a variety of resources that focus on prison management and operations and other topics related to the correctional environment. These include the following:

- ◆ *A Guide to Preparing for and Responding to Prison Emergencies.*
- ◆ “Application and Use of Restraints in Custody: Reducing the Risk,” satellite/Internet broadcast held on April 19, 2000 (VHS or DVD).
- ◆ “Classification of High-Risk Offenders,” satellite/Internet broadcast held in September 2004 (DVD).
- ◆ “Collaborative Approach to Staff Recruitment and Retention,” satellite/Internet broadcast held on August 28, 2002 (VHS or DVD).
- ◆ “Correctional Staff Wellness: Making Choices Toward a Higher Level of Total Health and Well-Being,” satellite/Internet broadcast held on June 16, 2004 (DVD).
- ◆ “Institutional Culture: Does It Help or Hurt Your Prison’s Mission?” satellite/Internet broadcast held on July 23, 2003 (VHS or DVD).
- ◆ “Options for Managing Difficult Inmates,” 3-hour satellite/Internet broadcast held in 2001 (VHS or DVD).
- ◆ “Psychopaths: Their Nature and Impact on Corrections,” 3-hour satellite/Internet broadcast held in August 1998 (VHS or DVD).
- ◆ *Special Issues in Corrections: Corrections Agency Collaborations With Public Health* (2003).
- ◆ *Special Issues in Corrections: Corrections-Based Services for Victims of Crime* (2004).
- ◆ *Special Issues in Corrections: Staffing Analysis for Women’s Prisons and Special Prison Populations* (2002).

See Objective Classification (page 89) for information, resources, and publications that focus on objective prison classification systems.

- ◆ *Supermax Prisons and the Constitution: Liability Concerns in the Extended Control Unit.*
- ◆ *Supermax Prisons: Overview and General Considerations.*
- ◆ “Systemic Approaches to Emergency Preparedness Affecting Correctional Communities,” 3-hour satellite/Internet broadcast held in 2002 (VHS or DVD).

To request copies of NIC resources, see “Information Services” (page 103).

## NIC e-LEARNING

### ***Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions***



NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

#### **Audience**

First-line supervisors, managers, and administrators in state, county, and municipal correctional institutions.

#### **Description**

This course is designed to provide supervisors and managers in correctional institutions, departments, or facilities with methods, concepts, and procedures that will enable them to evaluate their degree of readiness and preparation for a large-scale crisis or emergency. This course will provide an additional focus on a closely related but separate area: counterterrorism strategies for prisons and jails. The course will provide specific guidelines and checklists that a supervisor or manager may employ to evaluate either general emergency readiness or specific issues relating to counterterrorism strategies. This course will cover preparedness, prevention, and response issues related to both emergencies and counterterrorism.

#### **Course Objectives**

At the conclusion of this course, participants will be able to—

- ◆ Describe nationally accepted procedures and concepts in emergency preparedness.
- ◆ Demonstrate a working knowledge of emergency preparedness and emergency response.
- ◆ Evaluate institutional and departmental readiness for large-scale crises.
- ◆ Identify the key components of an emergency preparedness plan.
- ◆ Compare and contrast major types of threats posed by terrorists to jails and prisons.
- ◆ Identify warning signs of terrorist activity in jails and prisons.
- ◆ Design counterterrorism measures appropriate for jails and prisons.
- ◆ Analyze institutional or departmental preparedness for terrorist threats or activity.
- ◆ Identify resources, training, policies, and procedures necessary to respond effectively to terrorist threats or activity.



### **Expected Duration**

2 hours.

### **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

### **Contacts**

Randy Corcoran, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 40058, or 202-514-0058; e-mail: *rcorcoran@bop.gov*.

Alan L. Richardson, Jails Division; toll-free telephone: 800-995-6429, ext. 143; e-mail: *alrichardson@bop.gov*.

# Institutional Culture

This initiative focuses on the major influences in developing a positive culture within state correctional institutions. It combines NIC's divisional work over the past few years in the areas of institutional change, "the new workforce," strategic planning and response, and organizational development. The NIC Protocol on Assessment of Institutional Culture, which provides assessment tools and strategies for addressing institutional culture, is available to help correctional agencies assess their institutional culture. Specific announcements will be made during the year as the services described above are made available.

## TRAINING PROGRAM

### ***Managing the Multigenerational Workforce***

#### **Who Should Attend**

Two- or three-person teams of individuals working in a state department of corrections whose job responsibilities include training in their agencies. Two-person teams must consist of a trainer and a supervisor. Teams must be composed of representatives from at least two generational groups, e.g., Veterans (1922–43), Baby Boomers (1944–64), Generation Xers (1964–80), or Millennials (1980 and after). For three-person teams, an additional staff person who has overall training responsibility for the agency may be proposed as the third team member.

#### **Description**

This 24-hour training program provides an overview of the dynamics related to generational differences in the workplace and teaches team members how to deliver the program (8-hour training segment) in their respective agencies and how to conduct a mock training program (16-hour training segment). Topics include understanding differences between generations, forging better working relationships that include generational diversity, and using each generation's unique characteristics to enhance the work environment.

#### **Application Requirements**

Each team member must complete Form A (page 157); only one supplemental statement for the team is required. The statement must describe each team member's current position and generation group.

#### **SITE TO BE DETERMINED\***

**Dates:** May 15–19, 2006

**Program:** 06–P2901

**Applications Due:** Feb. 14, 2006

\*When a site is selected, it will be posted at [www.nicic.org](http://www.nicic.org).

#### **SEE ALSO . . .**

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

Team members may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC-Paid Training Beyond Longmont, Colorado” (page 143) for more information.

### **Contact**

BeLinda P. Watson, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 30483, or 202-353-0483; e-mail: [bpwatson@bop.gov](mailto:bpwatson@bop.gov).

## **PUBLICATIONS**

The following satellite/Internet broadcast is available concerning NIC’s Institutional Culture Initiative:

- ◆ “Institutional Culture: Does It Help or Hurt Your Prison’s Mission?” satellite/Internet broadcast held on July 23, 2003 (VHS or DVD).

Additional information includes:

- ◆ Corcoran, R. (2005). “Changing Prison Culture.” *Corrections Today*. April: 24-27.

# Objective Classification

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Changes in inmate demographics, sentencing statutes, and department policies have necessitated that states evaluate and significantly modify their objective classification systems. In addition, developing internal objective classification functions for managing housing, work, and program assignments, and addressing the classification needs of women offenders and such special populations as youthful, aging, and high-risk offenders requires significant efforts. NIC provides assistance to state departments of corrections in developing comprehensive objective prison classification systems through the services described here.

## TECHNICAL ASSISTANCE

Accurate classification systems greatly enhance a state's ability to house the most dangerous offenders with a lessened risk of escape or assault. To safeguard prison security, inmates need to be classified using objective criteria. The objective classification systems in prisons, developed 15–20 years ago, must be continually improved and revalidated to meet the changing needs and realities of state prison systems and the changing inmate population.

NIC will continue to provide technical assistance to help state correctional systems to assess, validate, and improve their objective prison classification systems. Between 1999 and 2004, NIC assisted approximately 28 correctional agencies in either validating or revalidating their classification systems, 11 states in developing and implementing internal classification systems, and 7 states in developing valid classification instruments specific to women offenders.

For more information and to apply for technical assistance, see “Technical Assistance” (page 109).

For more information and to apply for technical assistance, see “Technical Assistance” (page 109).

## PUBLICATIONS

NIC publications concerning classification in federal and state prison systems, which may include documents based on NIC's technical assistance work with correctional agencies nationwide, are available on the NIC Web site at [www.nicic.org](http://www.nicic.org). Available publications include—

- ◆ *Classification of High-Risk and Special Management Prisoners: A National Assessment of Current Practices.*

- ◆ “Classification of High-Risk Offenders,” satellite/Internet broadcast held in September 2004 (DVD).
- ◆ *Classification of Women Offenders: A National Assessment of Current Practices.*
- ◆ *Developing Gender-Specific Classification Systems for Women Offenders.*
- ◆ *Enhancing Prison Classification Systems: The Emerging Role of Management Information Systems.*
- ◆ *Internal Prison Classification Systems: Case Studies in Their Development and Implementation.*
- ◆ *Objective Prison Classification: A Guide for Correctional Agencies.*
- ◆ *Prisoner Intake Systems: Assessing Needs and Classifying Offenders.*
- ◆ *Revalidating External Prison Classification Systems: The Experience of Ten States.*

To request copies, see “Information Services” (page 103).

## WEB PAGE

A Web page has been developed to provide a resource on objective classification. This information can be reached at [www.nicic.org](http://www.nicic.org).

# Correctional Health Care

## TECHNICAL ASSISTANCE

To help correctional agencies manage the health care of offenders in their custody, technical assistance is available in the area of correctional health care. Specific offender populations include those with mental illnesses, the elderly, the chronically ill, youthful offenders adjudicated as adults, and women offenders. For more information and to apply for technical assistance, see “Technical Assistance” (page 109).

For more information and to apply for technical assistance, see “Technical Assistance” (page 109). To request copies of NIC publications, see “Information Services” (page 103).

## PUBLICATIONS

NIC makes available the following publications related to health care for offenders:

- ◆ *Correctional Health Care: Addressing the Needs of Elderly, Chronically Ill, and Terminally Ill Inmates.*
- ◆ *Correctional Health Care: Guidelines for the Management of an Adequate Delivery System.*
- ◆ *Effective Prison Mental Health Services: Guidelines To Expand and Improve Treatment.*
- ◆ *Hospice and Palliative Care in Prisons: Special Issues in Corrections.*
- ◆ “Managing Aging and Terminally Ill Inmates,” satellite/Internet broadcast held on September 12, 2001.

### SEE ALSO . . .

Offender Mental Health Services (page 47).

Jail Mental Health Services (page 71).



# Community Corrections: Programs and Services

# Community Corrections: Programs and Services

## **Executive Leadership and Management**

### **Training Programs**

- Orientation for New Probation and Parole Chief Executive Officers
- Leadership Development—State Parole Systems

## **Effective Offender Management in the Community**

### **Technical Assistance**

- Implementing Effective Correctional Management of Offenders in the Community

### **Publications**

## **Management and Operations**

### **Technical Assistance**

- Local Criminal Justice System Assessment
- Managing Transition From Prison to the Community

### **Publications**



# Executive Leadership and Management

The National Institute of Corrections (NIC) encourages community corrections administrators to review and select courses offered in the “All Corrections Disciplines” (page 3) section of this service plan in addition to the executive leadership and management courses offered in this section.

## TRAINING PROGRAMS

### ***Orientation for New Probation and Parole Chief Executive Officers***

#### **Who Should Attend**

Executives in probation and parole agencies who were appointed within the past year and who have full responsibility for the operational aspects of community corrections agencies that supervise offenders in the community, including chief probation officers, directors of state probation departments, directors of state probation and parole departments, directors of state parole supervision, and directors of public-sector community corrections (including state, county, or local agencies).

#### **Description**

NIC continues to recognize the value of orientation training for new probation and parole executives. This course focuses on the knowledge and skills important to a sound beginning in a new career.

This 40-hour program is designed to assist new chief executives with both the immediate knowledge and the long-term skills needed in the areas of budgeting, personnel, planning, dealing with special interest groups, working with the media, and other organizational development issues. The program uses a peer interaction process and promotes the development of network mentors and advisors among participants and between participants and faculty.

#### **Application Requirements**

Applicants must submit Form A (page 157). Applicants may also complete an application form online at [www.nicic.org](http://www.nicic.org). See “NIC-Paid Training Beyond Longmont, Colorado” (page 143) for more information.

#### **SAM HOUSTON STATE UNIVERSITY HUNTSVILLE, TX**

**Dates:** Feb. 19–24, 2006

**Program:** 06–C4001

**Applications Due:** Nov. 17, 2005

**Dates:** Sept. 17–22, 2006

**Program:** 06–C4002

**Applications Due:** June 16, 2006

#### **ALL PROGRAMS AND SERVICES**

**Agencies** interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (pages 159, 161, or 163, respectively).

**Individuals** interested in participating in a partnership program or satellite/Internet broadcast training should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

**Individuals** interested in participating in a program at the NIC Training Center in Longmont, Colorado, or in an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 157) and the supplemental information requested in the program description. Individuals may also complete an application form online at [www.nicic.org](http://www.nicic.org). Whether applying online or by Form A, the supplemental information *must* be provided.

**Contact**

Marcus Hodges, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 39354, or 202-353-9354; e-mail: [mlhodges@bop.gov](mailto:mlhodges@bop.gov).

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**Leadership Development—State Parole Systems****Who Should Apply**

Newly appointed paroling authorities, paroling authority members who have significant time remaining on their appointments, parole chairs, executive directors, and hearing officers should contact the Association of Paroling Authorities International (APAI) for information.

**Description**

The Association of Paroling Authorities International is a national membership organization that represents individuals with decisionmaking authority in the field of parole. NIC and APAI have worked in tandem during the past 15 years to deliver training services to parole decisionmakers and executive staff.

In fiscal year 2003, NIC entered into a cooperative agreement with APAI that permits NIC to address the needs of paroling authorities in a responsive, comprehensive, and cost-effective manner. This continuing collaboration with APAI in fiscal year 2006 provides new parole board member orientation, training for experienced parole board members, assistance to professional staff (e.g., executive directors and hearing officers), and a meeting for parole authority chairs.

**Application Requirements**

Interested parole authority members and staff should contact APAI for information and application instructions.

**Contact**

Gail Hughes, Executive Secretary, APAI; telephone: 573-796-2113; e-mail: [GHDH@aol.com](mailto:GHDH@aol.com).

# Effective Offender Management in the Community

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Since the mid-1990s, NIC has worked to build awareness about managing offenders more effectively. Through training and technical assistance, policymakers and correctional practitioners have learned a great deal about how to influence offenders' behavior in a way that reduces the number of new crimes and new victims.

The major program offerings move from building awareness of to applying the evidence-based practice known internationally as "what works." In addition, NIC continues to refine its application of evidence-based principles based on gender and cultural distinctions.

## TECHNICAL ASSISTANCE

### ***Implementing Effective Correctional Management of Offenders in the Community***

For more information and to apply for technical assistance, see "Technical Assistance," page 109.

During fiscal year 2003, two states were accepted for a technical assistance project targeted at the statewide implementation of effective correctional management of offenders in the community. NIC will continue to work with these states for up to 3 years to develop a strategic, research-based organizational change plan that identifies the state's vision for accomplishment, current state of development, and resources. The change plan will be evidence based and will focus on achieving lasting change through the integration of evidence-based principles with organizational development in lead agencies and through collaboration between system stakeholders.

### **Related Assistance for Effective Interventions**

Interested agencies responsible for managing offenders in the community have several options to increase their knowledge related to this effort.

- ◆ Information on evidence-based principles and research and updates on the progress being made in the two demonstration states are available on NIC's Web site ([www.nicic.org](http://www.nicic.org)).
- ◆ NIC's Learning Center offers Program Planning and Evaluation (page 133), which relates to effective intervention implementation issues. For additional information, visit NIC's Learning Center at [www.nicic.org](http://www.nicic.org).
- ◆ Limited short-term assistance regarding issues related to the implementation of effective interventions will be available. For more information and to apply for technical assistance, see "Technical Assistance" (page 109).

## Contact

Dorothy Faust, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 43001, or 202-514-3001; e-mail: [dfaust@bop.gov](mailto:dfaust@bop.gov).

## PUBLICATIONS

NIC publications related to evidence-based principles and effective offender management include—

- ◆ *Developing Gender-Specific Classification Systems for Women Offenders.*
- ◆ *Gender Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders.*
- ◆ “Implementing Effective Correctional Management of Offenders in the Community,” 3-hour satellite/Internet broadcast held February 25, 2004 (VHS or DVD).
- ◆ *Implementing Effective Correctional Management of Offenders in Community Corrections: An Integrated Model.*
- ◆ *Implementing Evidence-Based Practice in Community Corrections: Collaboration for Systematic Change in the Criminal Justice System.*
- ◆ *Implementing Evidence-Based Practice in Community Corrections: Leading Organizational Change and Development.*
- ◆ *Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Interventions.*
- ◆ *Thinking for a Change: An Integrated Approach to Changing Offender Behavior* (training resource).
- ◆ *Tools of the Trade: A Guide to Incorporating Sentence Into Practice.*

# Management and Operations

Given the large numbers of offenders who return to the community and the concern regarding the percentage who are likely to make a successful reentry, the Community Corrections/Prisons Division will offer several states the opportunity to develop well-defined policies for correctional institutions, releasing authorities, and field supervision that are designed to improve the likelihood of the offender's successful transition from prison to the community. In addition, NIC will offer technical assistance to localities interested in building the capacity to improve their local criminal justice systems.

## TECHNICAL ASSISTANCE

### ***Local Criminal Justice System Assessment***

#### **Who Should Apply**

Localities interested in building the capacity to improve their local criminal justice system should apply.

#### **Description**

NIC has long provided technical assistance to local criminal justice systems related to assessment and planning for those systems. NIC remains committed to that work and will initiate a project to address the needs of the total local criminal justice system—encompassing community corrections, jail, prison, and offender workforce development.

In the past, the local criminal justice system assessment work usually focused on one or two components of the local system, for example: jail overcrowding, development of pretrial services, and strategic planning for a local criminal justice advisory board. However, this new initiative being developed in fiscal year 2006 will focus on the entire local criminal justice system and the need to assess and/or develop/enhance all components of the system. This systemwide approach will better assist localities to enhance delivery of supervision and services to offenders and better meet the needs of the locality (or localities) being served by the local criminal justice system.

In fiscal year 2006, the primary goal of the Local Criminal Justice System Assessment initiative will be to focus on research and development of a product related to the initiative. NIC will look at previous work done in this area, review

For more information and to apply for technical assistance, see "Technical Assistance," page 109.

products developed for localities, consult with individuals experienced in local criminal justice system assessments and development, and design a product that can be delivered to localities in fiscal year 2007.

### **Application Requirements**

NIC will continue to provide technical assistance in fiscal year 2006 in the area of local criminal justice system assessments; however, it will be on a limited basis. For more information and to apply for technical assistance, see “Technical Assistance” (page 109).

### **Contact**

Andrew Molloy, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 40100, or 202-514-0100; e-mail: [amolloy@bop.gov](mailto:amolloy@bop.gov).

For more information and to apply for technical assistance, see “Technical Assistance,” page 109.

## ***Managing Transition From Prison to the Community***

### **Who Should Apply**

During fiscal year 2006, technical assistance will be provided to the nine states that are currently involved in the transition accountability planning process. During this time, no new applications will be accepted.

### **Description**

Statistics show that 97 percent of the 1.3 million inmates now in prison will eventually complete their sentences and return to their communities. A strong transition process—through which offenders are prepared for release, leave prison, return to their communities, and adjust to free living—is needed to protect the public effectively.

To increase public safety and strengthen the offender’s successful transition from prison back to the community, NIC has designed a policy-guided model to coordinate the three central functions of inmate supervision (custody, release, and supervision). This model will help states coordinate these functions to better assess the offender’s level of risk, facilitate case management planning, identify effective treatment interventions, and establish collaborative reintegration efforts. This ongoing initiative provides systematic coordination of an offender’s custody, release, and subsequent supervision to facilitate the offender’s successful completion of community supervision after incarceration.

### **Application Information**

It is anticipated that technical assistance will be offered to states in subsequent years on a competitive basis. Additional information may be reviewed throughout the year on the NIC Web site at [www.nicic.org](http://www.nicic.org).

## Contact

Kermit Humphries, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 40118, or 202-514-0118; e-mail: [khumphries@bop.gov](mailto:khumphries@bop.gov).

## PUBLICATIONS

NIC has a variety of resources related to management and operations in community corrections. These resources include the following:

- ◆ *Guidelines for Developing a Criminal Justice Coordinating Committee.*
- ◆ *Parole Violations Revisited: A Handbook on Strengthening Parole Practices for Public Safety and Successful Transition to the Community.*
- ◆ Parole Violations Revisited: A Site To Help Strengthen Parole Practices for Public Safety and Successful Transition to the Community (<http://www.paroleviolationsrevisited.org/>)
- ◆ *Policy-Driven Responses to Probation and Parole Violations.*
- ◆ Re-Entry Blog: A daily magazine of transition from prison news, insight, and best practice ([www.tpci.us](http://www.tpci.us) or <http://offenderreentry.blogspot.com>), NIC's Transition From Prison to the Community Initiative, moderated by Abt Associates.
- ◆ *Responding to Parole & Probation Violations: A Handbook to Guide Local Policy Development.*
- ◆ *Tools of the Trade: A Guide to Incorporating Science Into Practice.*
- ◆ Topics in Community Corrections, Annual Issue 2004: *Assessment Issues for Managers.*
- ◆ Topics in Community Corrections, Annual Issue 2003: *Offender Assessment.*
- ◆ Topics in Community Corrections, Annual Issue 2002: *Responding on Budget Cuts—Focusing on What's Critical.*
- ◆ Topics in Community Corrections, Annual Issue 2001: *Collaboration—An Essential Strategy.*
- ◆ Topics in Community Corrections, Annual Issue 2000: *Responding to Women Offenders in the Community.*
- ◆ *TPCI Review*, monthly online newsletter for NIC's Transition From Prison to the Community Initiative ([www.tpci.us](http://www.tpci.us) or <http://offenderreentry.blogspot.com>).

- ◆ “Transition From Prison to the Community,” satellite/Internet broadcast held on February 19, 2003 (VHS or DVD).
- ◆ “Transition From Prison to Community.” 3-hour satellite/Internet broadcast scheduled to air on September 28, 2005. Please visit the NIC Web site ([www.nicic.org](http://www.nicic.org)) for additional information and a list of registered sites. This broadcast will be available on DVD after it has aired.
- ◆ “Workforce Development for Community Corrections in the 21st Century,” 3-hour satellite/Internet broadcast scheduled to air on August 3, 2005. Please visit the NIC Web site ([www.nicic.org](http://www.nicic.org)) for additional information and a list of registered sites. This broadcast will be available on DVD after it has aired.

To request copies of NIC publications and other resources, see “Information Services” (page 103).



# Information Services



Information Services

**NIC Information Center**

**How To Request Information**

**NIC Online**

# NIC Information Center

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Anyone with an interest in corrections may request information or materials from the National Institute of Corrections (NIC) Information Center. The NIC Information Center maintains a collection of the most current materials available in corrections and related fields, including unpublished materials developed by federal, state, and local agencies.

The NIC Information Center provides information on the full spectrum of issues in corrections management and operations in jails, prisons, and community settings. Materials include the following:

- ◆ Descriptions and evaluations of correctional programs.
- ◆ Agency policies and procedures.
- ◆ Research and statistical findings.
- ◆ Information on offender job training and placement activities.
- ◆ Correctional staff training materials produced by NIC and other federal, state, and local agencies.
- ◆ NIC publications on current corrections topics.

Staff with professional experience in corrections settings are available to discuss the specific information needs of practitioners, researchers, and others. A selection of resources (hardcopy and/or electronic) is assembled and sent to each client at no charge.

Resources are sent within 1 week or delivered via an overnight service at the client's expense. Immediate assistance also can be provided by telephone, fax, or e-mail, depending on the type and volume of material needed.

## SHARE YOUR INFORMATION

The NIC Information Center is always expanding and updating its collection and encourages agencies and others to provide copies of their newly developed materials. If you are sending staff training materials, please submit two complete copies of the curriculum package, including all overheads, videotapes, exercises, and other relevant materials. If the curriculums or other materials are copyrighted, a statement of copyright release that authorizes duplication and dissemination of the material must be included.

## HOW TO REQUEST INFORMATION

Contact the NIC Information Center directly or visit the Web site at [www.nicic.org](http://www.nicic.org) to request personal resource assistance or to obtain copies of specific NIC publications and other resources.

The NIC Web site highlights downloadable publications, features a database of more than 3,500 Web-accessible resources, and describes Information Center services. The Web site also provides access to corrections links, compiled resources on key research topics in corrections, and the NIC Corrections Exchange, an e-mail discussion group on corrections issues.

### **NIC Information Center**

1860 Industrial Circle, Suite A

Longmont, CO 80501

Telephone: 303-682-0213

Toll-free: 800-877-1461

Fax: 303-682-0558

Web address: [www.nicic.org](http://www.nicic.org)

E-mail address: [asknicic@nicic.org](mailto:asknicic@nicic.org)

## NIC Online

For the latest information about NIC program opportunities, technical assistance, and resources, visit the NIC Web site at [www.nicic.org](http://www.nicic.org). The NIC Web site is updated daily with content on NIC training programs, satellite/Internet broadcasts, publications, cooperative agreement projects, and technical assistance opportunities.

Program-related information includes—

- ◆ Dates, locations, and descriptions of annually scheduled and added program offerings.
- ◆ Online forms to apply for programs.
- ◆ Instructions for registering to attend programs.
- ◆ NIC's online learning center, providing a variety of free, self-paced, correctional staff training programs.

NIC's satellite/Internet broadcasts are supported by Web pages that share resources for participants and technical information for satellite downlink host sites. Video streaming links on the NIC Web site enable visitors to view both live and previously broadcast NIC programs.

Visitors to NIC's Web site can find information on special NIC initiatives and assistance opportunities. The Web site is used to—

- ◆ Highlight NIC's work in several special focus topic areas.
- ◆ Announce cooperative agreement project opportunities.
- ◆ Invite agencies to apply for targeted technical assistance.

NIC's Web site provides access to a wide range of resources for corrections policymakers and practitioners. They include—

- ◆ NIC publications, including the newest releases.
- ◆ Selected NIC training materials.
- ◆ Materials posted on the Web by other agencies and organizations, accessible through NIC's online library database.

NIC Online also supports practitioner networking. NIC hosts the Corrections Exchange, or Correx, a public e-mail discussion list (known as a listserv) that links individuals interested in corrections issues. Messages are moderated to ensure quality content. In addition to facilitating a practitioner exchange on topics raised by participants, Correx is used to announce new NIC initiatives, opportunities, and resources.

The NIC home page presents key NIC announcements and links to major sections of the Web site. Please check the NIC Web site frequently for changes, updates, and new information.

[www.nicic.org](http://www.nicic.org)

# Technical Assistance



## Technical Assistance

**Who Should Apply**

**Description**

**NIC Review**

**Application Requirements**

**Where To Apply**

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## WHO SHOULD APPLY

Technical assistance is available without cost to all adult corrections agencies in the United States and its commonwealths and territories. The following agencies and organizations working with adult offenders are eligible for technical assistance from the National Institute of Corrections (NIC):

- ◆ Local jails and jail-related agencies.
- ◆ State departments of corrections and prisons.
- ◆ State and local probation and parole agencies.
- ◆ Residential corrections programs.
- ◆ Public and private community corrections agencies and programs.
- ◆ Organizations, associations, and oversight or advisory groups with a mission to assist jails, prisons, or community corrections agencies.

Private agencies that provide correctional services under contract to government agencies are eligible for assistance only when their request is either made or endorsed by the chief executive officer of the government agency receiving the services.

## DESCRIPTION

As an organization dedicated to advancing and shaping correctional practice and public policy, NIC invests heavily in responsive technical assistance to federal, state, and local jurisdictions through activities initiated by requesting jurisdictions. Technical assistance is part of a total assistance portfolio that NIC provides in addition to its training programs and initiatives announced in the *Federal Register* and funded through cooperative agreements.

Throughout the years, NIC has made a conscious effort to remain as nonbureaucratic as possible when responding to assistance requests and we intend to keep that focus. The NIC Technical Assistance Program is designed to respond directly to the needs, problems, and individual requirements of federal, state, and local correctional agencies, as identified by the requesting agency. Technical assistance includes onsite guidance, support, consultation, or training provided



by an experienced technical resource provider or NIC staff member who serves in an advisory capacity and works with agency staff to—

- ◆ Assess programs and operations.
- ◆ Implement effective practices.
- ◆ Improve agency management, operations, and programming.
- ◆ Improve the design, delivery, management, and evaluation of staff training programs.
- ◆ Improve offender job training and placement efforts.

As appropriate, NIC may also cover the costs of practitioners' visits to another corrections agency to observe effective practices.

Technical assistance is generally provided for a period of 3 to 5 days. For projects that are more complex and require more days, agencies should contact the appropriate NIC division to discuss possible strategies before sending a request.

The person delivering the onsite technical assistance submits a written report to the recipient agency and NIC with detailed recommendations for addressing the problems for which assistance was provided.

**Agencies** may request technical assistance at any time; there are no deadlines. However, they should apply as soon as a need is identified because technical assistance funds are generally depleted before the end of the fiscal year.

## NIC REVIEW

When NIC receives the written request, a staff member will review it and telephone the requesting agency's contact person to discuss the need. Because NIC resources are limited, each request for technical assistance will be carefully evaluated to determine the best method of meeting the agency's needs.

## APPLICATION REQUIREMENTS

The chief executive officer of the agency seeking assistance, as defined below, must sign a letter of request prepared on official stationery that—

- ◆ Briefly describes the problem for which assistance is requested.
- ◆ Identifies the agency contact person by name (if different from the agency head), address, telephone number, and e-mail address (if available).
- ◆ References any supporting documentation or background materials that have an impact on the problems and identifies the NIC program staff who assisted the applicant if the request was preceded by a telephone call.
- ◆ Specifies a desired timeframe for service delivery.

The chief executive officer is defined as follows:

- ◆ In jails, it is the sheriff if the jail is under the sheriff. If not, it is the chief executive officer of the local department of corrections.
- ◆ In prisons, it is the director or commissioner of the state department of corrections.
- ◆ In community corrections, it is the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.

## WHERE TO APPLY

The NIC Technical Assistance Program is administered by each of its divisions—Jails, Community Corrections/Prisons, Administration: Special Projects, the Academy, and the Offender Workforce Development Division.

To request technical assistance specifically related to prisons, community corrections, special projects, or offender workforce development, send a written request to the Technical Assistance Manager of the appropriate division or office at the following address:

### **National Institute of Corrections**

320 First Street, NW  
 Washington, DC 20534  
 Phone: 800-995-6423  
 Fax: 202-307-3361

For technical assistance related to jails or training activities, send the written request to the Technical Assistance Manager of the Jails Division or the Academy Division at the following address:

### **National Institute of Corrections**

1960 Industrial Circle  
 Longmont, CO 80501  
 Phone: 800-995-6429  
 Fax: 303-682-0469

For training-related requests, priority consideration will be given to those that have regional impact or build agency capacity to deliver training.

# Satellite/Internet Broadcasts



## Satellite/Internet Broadcasts

**3-Hour Satellite/Internet Broadcast Calendar**

**24- to 32-Hour Satellite/Internet Broadcast Calendar**

**Costs and Logistics**

**Site Coordinator's/Facilitator's Role**

**Application Requirements**

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Local classroom programs that use satellite and Internet technology make it convenient and less costly for thousands of correctional professionals to be trained at hundreds of sites across the country. These broadcasts are interactive and allow practitioners to learn from experts around the world.

During fiscal year 2006, NIC will offer two categories of satellite/Internet broadcasts:

- ◆ **Several live satellite/Internet 3-hour broadcasts.** These 3-hour broadcasts deal with current topics in correctional policy and practices via presentations by content experts, vignettes, and interviews with criminal justice practitioners (see 3-Hour Satellite/Internet Broadcast Calendar, page 118).
- ◆ **24- to 32-hour broadcasts.** The 24- to 32-hour training broadcasts use local classroom programs and satellite/Internet technology—and then add another feature: onsite training managed by NIC-trained facilitators (see 24- to 32-Hour Satellite/Internet Broadcast Calendar, page 118).
  - Twenty-four hour broadcasts consist of 12 hours of broadcast time and 12 hours of onsite classroom activities spread over 3 days.
  - Thirty-two hour broadcasts consist of 16 hours of broadcast time and 16 hours of onsite classroom activities spread over 4 days.

Approximately 2 to 3 months before the program, NIC provides an 8-hour training for trainers (called site coordinator training) via satellite. This training prepares site coordinators to coordinate and facilitate the main training program, which includes both broadcast and classroom activities.

Satellite downlink is the preferred method for participating in all broadcast programs. Although Internet viewing is possible on computers with suitable software, NIC recommends that viewers participate in a group downlink setting if possible.

**Broadcasts will be CLOSED CAPTIONED for the hearing impaired.**

3-HOUR SATELLITE/INTERNET BROADCAST CALENDAR													
Page	Training Program	2005			2006								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
<b>TRAINING FOR ALL CORRECTIONS DISCIPLINES</b>													
14	Under the Care of the Criminal Justice System: Protecting People With Disabilities					8							
15	Public and Media Relations: Effective Strategies and Techniques							26					
33	The Prison Rape Elimination Act (Phase 3)	Broadcast date and times will be posted on the NIC Web site ( <a href="http://www.nicic.org">www.nicic.org</a> ).											
38	Offender Employment Specialist Facilitator Training						22						

24- TO 32-HOUR SATELLITE/INTERNET BROADCAST CALENDAR													
Page	Training Program	2005			2006								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
<b>TRAINING FOR ALL CORRECTIONS DISCIPLINES</b>													
24	Enhancing Learning Success: Effective Training Design and Development								17-18*			21-24**	
25	Capacity-Building Training for Victim Services									14-15*			11-15**

\*Site coordinator/facilitator training.  
 \*\*Training program.

## COSTS AND LOGISTICS

There are no registration, tuition, or materials fees associated with any NIC training. The local agency that hosts a satellite/Internet broadcast covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate questions to the presenters. During fiscal year 2006, analog C-Band and digital KU-band transponders will be used. Agencies that do not have their own downlink can often use a downlink-equipped meeting room at a local community college, hotel, or government agency. Agencies may also contact Ed Wolahan toll-free at 800-995-6429, ext. 131, or e-mail him at [ewolahan@bop.gov](mailto:ewolahan@bop.gov) to locate a satellite dish in their area.

An NIC Web page for each program provides access to information and resources, including a list of registered downlink sites, satellite coordinates, viewing instructions, the program agenda, handouts, evaluations, and recommended reading materials, if applicable. Visit the NIC Web site at [www.nicic.org](http://www.nicic.org).

## SITE COORDINATOR'S/FACILITATOR'S ROLE

### Register Your Site

- ◆ For 3-hour satellite/Internet broadcasts, submit Form C (page 161) by mail or fax. By registering as a site, you are agreeing to coordinate all matters related to the 3-hour broadcast. (See Form C for mailing address and fax number.)
- ◆ For 24- to 32-hour satellite/Internet training broadcasts, submit Form D (page 163) by mail or fax. Completed forms must be signed by your chief executive officer. By registering as a site, you are agreeing to coordinate all matters related to the 24- to 32-hour satellite/Internet broadcast. (See Form D for mailing address and fax number.)
- ◆ Complete a registration form online at the NIC Web site, [www.nicic.org](http://www.nicic.org).

#### SEE ALSO . . .

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

### Secure an Analog C-Band or Digital KU-Band Satellite Downlink and Meeting Room for Transmission

- ◆ The room for the 24- to 32-hour program must be large enough to accommodate participants, trainers, and an adequate number of television sets or monitors for the number of viewers present.
- ◆ The room for the 8-hour training-for-trainers session, which is held 2 to 3 months before each 24- to 32-hour training program, must accommodate three to four trainers.

### Participate in Site Coordinator Training

- ◆ There is no training for trainers associated with the 3-hour broadcasts.
- ◆ Approximately 2 to 3 months before each 24- to 32-hour training program, an 8-hour training-for-trainers session is conducted via satellite and Internet broadcast. NIC recommends a three-person team to serve as site coordinators: a content expert with knowledge of the topic, a facilitator, and a person who has skills in using distance learning technology. This training for trainers will teach each site coordinator how to facilitate the broadcast and off-air activities during the main program. Each site *must* have one or more coordinators attend this training or view a videotape of the training session.
- ◆ Videotapes of the session will be available and can be viewed via the Internet or obtained from the NIC Information Center.

### Invite Various Disciplines

- ◆ If, for example, you work at a jail, invite probation and parole, prison (state and federal), and other criminal justice practitioners in your area. Send a flier promoting the satellite/Internet broadcast to prospective participants.
- ◆ The goal is to have a minimum of 24 participants.

### **Duplicate Program Materials**

- ◆ Photocopy the program agenda, presenters' information, continuing education unit (CEU) information and forms, evaluation forms, and related handouts.
- ◆ Encourage participants to download the related reading materials to learn more about the topic. All materials for a 3-hour broadcast are available on the NIC Web site at [www.nicic.org](http://www.nicic.org).
- ◆ For the 24- to 32-hour training program broadcasts, NIC will send each site coordinator a camera-ready copy of the participant's manual, facilitator's manual, and related material for each participant.

### **Convene Your Group**

- ◆ Provide invited participants with a map and good directions to your training site.
- ◆ Test your system's reception 30 minutes before the broadcast begins. The satellite coordinates will be provided through a link on the program's Web page at [www.nicic.org](http://www.nicic.org).
- ◆ Ask participants to introduce themselves.

### **View the Broadcast and Conduct Local Activities**

- ◆ Pass out the material for participants and review the agenda.
- ◆ Encourage participants to ask the presenters questions via telephone, fax, or e-mail.
- ◆ Lead a discussion after the broadcast about the information presented. For the 24- to 32-hour training broadcasts, NIC presenters will teach the content of the program and you will be responsible for facilitating activities that complement the content. Arrange with participants to ask questions either as individuals or as a group.

### **Complete the CEU Roster and Evaluation Form**

- ◆ Ask participants to fill out the roster for CEU credits and mail it to the accredited sponsor.
- ◆ Ask participants to complete the evaluation form.



## APPLICATION REQUIREMENTS

### 3-Hour Broadcasts

- ◆ Agencies interested in hosting a 3-hour broadcast must submit Form C (page 161).
- ◆ A registration form also may be completed online at NIC's Web site ([www.nicic.org](http://www.nicic.org)).

### 24- to 32-Hour Training Broadcasts

- ◆ For 24- to 32-hour satellite/Internet training broadcasts, register online at [www.nicic.org](http://www.nicic.org) or submit Form D (page 163) by mail or fax. Completed forms must be signed by your chief executive officer. By registering as a site, you are agreeing to coordinate all matters related to the 24- to 32-hour satellite/Internet broadcast. (See Form D for mailing address and fax number.)

### Individuals

- ◆ Individuals interested in participating in a satellite/Internet broadcast should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions.

#### SEE ALSO . . .

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

# NIC Learning Center



# NIC Learning Center

## NIC Custom e-Learning Courses

**Enrollment Eligibility**

**Additional Information**

## NIC Custom e-Learning Course Descriptions

<http://nic.learn.com>

The National Institute of Corrections' (NIC's) Learning Center was designed for correctional professionals to be able to have access to critical—*just in time*—information when they need it. It expands the opportunity for correctional professionals to access NIC training by providing high-quality, interactive, learner-driven training using the Internet. The Learning Center also contains up-to-date training and application information for NIC's training programs, satellite/Internet broadcasts, and e-Learning courses.

The NIC Learning Center is located at <http://nic.learn.com> and offers a professional skills library of approximately 140 Web-based courses and NIC's custom e-Learning courses. Courses in the professional skills library are available through the Internet only; however, NIC's custom e-Learning courses are available through the Internet or on CD-ROM. All courses in the NIC Learning Center are available free-of-charge.

The intent of the professional skills library is to provide consistent quality resources that are effective and meaningful for overall staff development. The courses are separated into four categories of staff development—supervisor, manager, senior, and executive—and are designed to assist people throughout the organization.

New NIC custom e-Learning courses planned for release in 2006 include such topics as emergency preparedness and counterterrorism strategies for correctional institutions, leadership in times of critical incidents, and supervisory knowledge and skills to support evidence-based practices. Also under development for later release are courses dealing with topics on jail data collection, victim services, working with the multigenerational workforce, and leadership development. All NIC e-Learning courses have maintained a participant completion rate of approximately 30 percent, which aligns with national completion averages.

In the near future, NIC will add the capability for individuals to apply for NIC training and for site coordinators to register their sites for 3-hour and 24- to 32-hour satellite/Internet broadcasts through the NIC Learning Center. Applications that may be submitted through the Learning Center will include application for individuals (Form A), site coordinator's registration for 3-hour satellite/Internet broadcasts (Form C), and site coordinator's registration for 24- to 32-hour satellite/Internet broadcasts (Form D). NIC's training and registration forms will also be available in PDF format for download through the Learning Center at that time.

NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.



<b>NIC CUSTOM e-LEARNING COURSES</b>		
<b>Page</b>	<b>Training Program</b>	<b>Course Availability</b>
<b>TRAINING FOR ALL CORRECTIONS DISCIPLINES</b>		
16	Leadership, Learning, and Performance: Establishing the Learning Organization	Course continuously available on Internet and CD-ROM.
17	The Role of the Correctional Leader/Manager	Course continuously available on Internet and CD-ROM.
19	Supervisory Knowledge and Skills To Support Evidence-Based Practices	Course continuously available on Internet and CD-ROM.
45	Workforce Development and Women Offenders	Course continuously available on Internet and CD-ROM.
128	Career Development Theory and Its Application	Course continuously available on Internet and CD-ROM.
129	e-Learning: A Foundation for Correctional Trainers	Course continuously available on Internet and CD-ROM.
130	How To Develop Effective Performance Objectives	Course continuously available on Internet and CD-ROM.
134	Transformational Change: Theory and Practice	Course continuously available on Internet and CD-ROM.
<b>TRAINING FOR JAILS</b>		
56	How To Collect and Analyze Data	Course continuously available on Internet and CD-ROM.
132	Jail Staffing Analysis	Course continuously available on Internet and CD-ROM.
<b>TRAINING FOR PRISONS</b>		
85	Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions	Course continuously available on Internet and CD-ROM.
<b>TRAINING FOR COMMUNITY CORRECTIONS</b>		
133	Program Planning and Evaluation	Course continuously available on Internet and CD-ROM.

## NIC CUSTOM e-LEARNING COURSES

NIC’s custom e-Learning courses can be completed anywhere and anytime a participant has access to the Internet or a computer with a CD-ROM drive. They are self-paced, easily accessible, and cost effective and they provide professional development opportunities for corrections professionals working in jails, prisons, and community corrections agencies.

NIC’s custom e-Learning courses were designed with measurable objectives and expected outcomes. Available custom e-Learning courses are listed in the table above.

**Enrollment Eligibility**

Enrollment in NIC's e-Learning courses is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

**Additional Information**

Visit the NIC Web site or the NIC Learning Center for the specific details of what, when, and how to access NIC's e-Learning programs. Complete information is provided regarding equipment requirements (modem speed, bandwidth, and memory) as well as registration, program content and length, certification, technical support, and additional resources.

Specific enrollment information and answers to frequently asked questions are also available on the NIC Learning Center's Web site at <http://nic.learn.com>. For additional information about NIC's Learning Center, e-Learning course system requirements, course offerings, and enrollment eligibility, please visit the NIC Web site ([www.nicic.org](http://www.nicic.org)).

## NIC CUSTOM e-LEARNING COURSE DESCRIPTIONS

Course descriptions for the three newly developed custom e-Learning courses can be found in the relevant sections of this Service Plan (for pages, see the list of custom e-Learning courses on page 126).

The following courses have been offered previously and continue to be available.

NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

### ***Career Development Theory and Its Application***

#### **Audience**

Professionals who directly or indirectly assist offenders with job skills training or job/career counseling, placement, advancement, or retention.

#### **Description**

This course discusses the four major career development theories and how they apply to counseling offenders.

#### **Course Objectives**

At the conclusion of this course, participants will be able to—

- ◆ Understand career choice development theory and its application when working with offenders.
- ◆ Identify the four development theories: trait-and-factor, developmental, transition, and learning.
- ◆ Describe the theoretical positions of the four development theories.
- ◆ Describe specific ways in which each of the theories can be used when working with offenders.

#### **Expected Duration**

2 hours.

#### **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, community corrections agencies, and other workforce development service providers whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

#### **Contact**

Francina C. Carter, Offender Workforce Development Division; toll-free telephone: 800-995-6423, ext. 40117; e-mail: [fccarter@bop.gov](mailto:fccarter@bop.gov).

## ***e-Learning: A Foundation for Correctional Trainers***

### **Audience**

Training administrators, coordinators, and trainers from all types of correctional agencies who are responsible for managing the development and delivery of their agencies' training.

NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

### **Description**

Correctional agencies are increasingly confronted with critical workforce issues (e.g., staff and fiscal resource limitations) that make it difficult to provide adequate professional development opportunities for staff. Advances in information technologies present significant opportunities for all trainers and training units to use exciting, innovative approaches to achieve strategic outcomes.

This course introduces participants to delivering training via the Internet using Web-based training (WBT), or e-Learning. The course reviews the basic principles of e-Learning, describes the strengths and weaknesses of this instructional delivery strategy, outlines the processes by which an e-Learning course is designed and developed, and provides important information to consider when deciding whether to develop e-Learning in-house or to outsource part or all of the services. An e-Learning readiness checklist helps assess agencies' readiness to undertake an e-Learning strategy.

An important feature of this course is the availability of an electronic bulletin board that allows participants to communicate with a subject matter expert at any time while taking the course. The expert will respond to individual questions in a timely fashion.

### **Course Objectives**

At the conclusion of this course, participants will be able to—

- ◆ Differentiate between the advantages and disadvantages of WBT for both learners and instructional designers (training personnel in general).
- ◆ Identify effective ways to mitigate the disadvantages of WBT.
- ◆ Understand current issues in the area of WBT design, development, and delivery.
- ◆ Examine several types of content and determine which are most appropriate for WBT delivery.
- ◆ Identify the basic instructional design principles for WBT course development.
- ◆ Analyze a situation and identify which instructional design principles have been violated.
- ◆ Understand the steps that an instructional designer follows in creating a WBT course from scratch and in migrating instructor-led training content to WBT delivery.
- ◆ Explore the use of job aids and learning aids in an e-Learning environment.



- ◆ Discuss the factors needed to build a strong blended solution in training.
- ◆ Analyze the factors involved in determining whether to build e-Learning in-house or contract out the services to third-party providers and/or subcontracted developers.

### **Expected Duration**

1.5 hours.

### **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

### **Contact**

Steve Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126; e-mail: [sswisher@bop.gov](mailto:sswisher@bop.gov).

NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

## ***How To Develop Effective Performance Objectives***

### **Audience**

New and experienced correctional trainers whose responsibilities include the design and development of lesson plans and curriculums.

### **Description**

Correctional trainers are not just instructors: they function within correctional organizations as agents of performance improvement. To create powerful training courses and modules that have impact beyond the classroom, trainers need to focus instructional design on actual job performance in addition to traditional classroom measures of learning. This course takes a trainer on a journey through the challenging process of developing performance objectives that extend learning from the classroom to the workplace. Examples and activities in the five course modules include topics and subject matter drawn from the field of corrections.

### **Course Objectives**

At the conclusion of this course, participants will be able to—

- ◆ Recognize and correct inadequate performance objectives.
- ◆ Analyze and correct incomplete performance objectives using the criteria for effective performance objectives.

- ◆ Differentiate between the levels of learning in Bloom's taxonomy by correctly sequencing the levels.
- ◆ Create higher level performance objectives targeted to the application level or above.
- ◆ Relate effective performance objectives in training to on-the-job performance improvement.

**Expected Duration**

2 hours.

**Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

**Contact**

Steve Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126;  
e-mail: [sswisher@bop.gov](mailto:sswisher@bop.gov).

## NIC e–LEARNING

NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

### ***Jail Staffing Analysis***

#### **Audience**

Administrators and administrative staff from all corrections disciplines who are responsible for managing their agency's human and/or fiscal resources.

#### **Description**

Staff are the most costly and important resource in operating a jail. In many jails, staffing costs make up 70 to 80 percent of the annual budget. Without adequate staffing, jail security and the safety of staff, inmates, and the community are directly threatened and the possibility of costly litigation against the jail increases significantly. Adequate staffing is key to the success of all jail operations, whether related to security, safety, inmate services, or inmate programs.

Staffing analysis is a complex process that takes into account many factors, such as jail design, activity schedules, and the types and levels of services provided to inmates. This course is designed to teach jail practitioners how to determine their staffing needs in a systematic and easily understood way. Users will find the program helpful in creating a staffing plan for a new jail, analyzing staffing in an operating jail, and revising an existing staffing plan in response to changes in jail policies or the physical plant.

#### **Course Objectives**

At the conclusion of this course, participants will be able to—

- ◆ Conduct a comprehensive 10-step staffing analysis process.
- ◆ Profile the jail.
- ◆ Calculate net annual work hours.
- ◆ Develop a facility activity schedule.
- ◆ Develop a staff coverage plan.
- ◆ Complete a staff summary.
- ◆ Develop a schedule.
- ◆ Evaluate, revise, and improve the plan.
- ◆ Calculate operational costs.
- ◆ Prepare a report.
- ◆ Implement the plan and monitor the results.

## Expected Duration

2 hours.

## Enrollment Eligibility

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

## Contact

Alan L. Richardson, Jails Division; toll-free telephone: 800-995-6429, ext. 143; e-mail: [alrichardson@bop.gov](mailto:alrichardson@bop.gov).

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## Program Planning and Evaluation

### Audience

Directors, planners, and key program management staff from state and local agencies whose responsibilities include offender supervision and treatment in the community; staff responsible for management information and research on community corrections programs; and state and local officials who oversee community corrections.

### Description

Deliberate planning is essential to reduce recidivism and meet program goals. Program planners and administrators need to communicate clearly a program's objectives, identify targets for change, set intermediate goals, and ensure the program's integrity through best practices. Building an effective evaluation framework will provide the capabilities for program planners and administrators to learn from their experience and, as information is gathered, improve the program design.

### Course Objectives

This course focuses on translating the principles of evidence-based practice into an effective program design. At the conclusion of this course, participants will be able to—

- ◆ Define the problems to be addressed.
- ◆ Describe what will be done about these problems.
- ◆ Define how success will be measured.

## Expected Duration

2 hours.

NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

## Enrollment Eligibility

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

## Contact

Dorothy Faust, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 43001, or 202-514-3001; e-mail: [dfaust@bop.gov](mailto:dfaust@bop.gov).

NIC's Learning Center is accessible via the NIC Web site ([www.nicic.org](http://www.nicic.org)). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

## ***Transformational Change: Theory and Practice***

### Audience

Correctional administrators and managers from all corrections disciplines who lead and manage the functions and operations of a particular corrections agency.

### Description

There is nothing more permanent than change, according to many change experts. Change may not be an “engineering” problem, but rather may be a “people” problem. It can call up emotions, uncertainties, and inconsistencies. Simply managing change is insufficient; successful change requires leadership. People and organizations that remain in the past become increasingly ineffective. Top leaders can make a real difference by removing barriers and encouraging people to move forward, take risks, and “leap into the future.” This type of leadership needs ongoing regeneration for the ultimate success of future organizations.

This course will address both a theory of organizational change and practical tools that can be used to lead and manage an organizational change effort. Participants will be exposed to John Kotter’s eight-stage change model, which provides a practical framework to move organizations from the “mystery” of change to a comprehensible and planned effort that greatly increases the chances for success. Participants will learn about a concerns-based approach to change along with the ability to use and apply the practical tools to manage a particular change. Finally, participants will learn how to balance and rebalance organizational change using Marvin Weisbord’s six-box model.

### Course Objectives

At the conclusion of this course, participants will be able to—

- ◆ Describe the dynamics of change within the culture of a correctional system, organization, and agency.

- ◆ Explain the seven fundamental assumptions underlying the concerns-based adoption model (CBAM) of change.
- ◆ Describe the stages of CBAM and create strategies to help staff progress through the stages when involved in a change effort.
- ◆ Explain the diagnostic tools of CBAM, including the purpose and applications of each.
- ◆ Apply CBAM tools and construct an intervention taxonomy to address and manage a particular change effort using various case-study examples.
- ◆ Explain the eight stages for successfully leading change, according to John P. Kotter's work, *Leading Change: Why Transformation Efforts Fail*, and provide examples from personal experience that reinforce or challenge each stage.
- ◆ Describe each element in Marvin Weisbord's six-box model for managing organizational culture, and discuss the interrelationships among them.

### **Expected Duration**

1.5 hours.

### **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

### **Contact**

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132;  
e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).



# NIC Training Center Programs in Longmont, Colorado

# NIC Training Center Programs in Longmont, Colorado

**Costs and Logistics**

**Application Requirements**

**Cancellations**

**NIC Training Center Programs in Longmont, Colorado, Calendar**



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As with all National Institute of Corrections training, programs held in Longmont, Colorado, are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help participants implement their action plans.

Because interaction among individuals who represent diverse types, sizes, and locations of correctional agencies can greatly enhance the training experience, many programs are conducted at the NIC Training Center in Longmont, Colorado. To further facilitate this interaction, participants must reside at the Radisson Hotel and Conference Center—Longmont for the duration of the program, regardless of the proximity of their homes to the training site.

## COSTS AND LOGISTICS

There are no registration, tuition, or materials fees associated with any NIC training.

NIC pays the costs of state and local participants' air travel, lodging (in double rooms), and meals. Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at government rates. Participants are responsible for the costs of ground transportation to and from airports and the training location. Participants are also responsible for the cost of upgrading to a single room, if they choose to do so.

NIC provides detailed information concerning air travel, ground transportation, and lodging arrangements for each program when notifying applicants of their acceptance.

Federal agencies must arrange for and pay the travel and per diem costs associated with their employees attending a training program. Corrections practitioners from other countries may attend a program if space is available. However, they must pay travel, per diem, and incidental expenses associated with attending the training.

**Individuals** interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 157) and the supplemental information requested in the course description. Individuals may also complete an application form online at [www.nicic.org](http://www.nicic.org).

Whether applying online or by Form A, the supplemental information *must* be provided.

#### SEE ALSO . . .

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

## APPLICATION REQUIREMENTS

Applicants may complete the application form for individuals (Form A, page 157), or they may complete an application form online at [www.nicic.org](http://www.nicic.org). All applications (whether hardcopy or electronic) must be endorsed as described on the back of Form A. Most programs require that supplemental information be submitted with the application (see course descriptions for specifics); applications submitted without that supplemental information will be returned.

If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application, but only one supplementary statement for the team is required unless otherwise requested. The team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged. Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.

## CANCELLATIONS

NIC reserves the right to cancel training programs with reasonable notice to participants.

If an applicant is unable to attend after being accepted to a training program for which NIC pays participants' travel and per diem expenses, NIC must be notified as soon as possible. In the case of jail programs, the Jails Division must be notified of cancellations. For all other programs, the Academy Division must be notified.

<b>NIC TRAINING CENTER PROGRAMS IN LONGMONT, COLORADO, CALENDAR</b>													
Page	Training Program	2005			2006								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
<b>TRAINING FOR ALL CORRECTIONS DISCIPLINES</b>													
5	Executive Excellence								7-19				
7	Correctional Leadership Development							4-14			18-28		19-29
9	Management Development for Women and Minorities			5-9			6-10						
10	Advanced Management Strategies for Women and Minorities									5-9			
21	Training for Agency Training Coordinators/Training Directors						5-10			11-16			
22	Training Design and Development						26-31				23-28		
40	Women Offenders: Developing an Agencywide Approach									12-16			
<b>TRAINING FOR JAILS</b>													
51	Administering the Small Jail				22-26					4-8			17-21
52	Jail Administration						19-23						10-14
58	Inmate Behavior Management							23-28			23-28		
59	How To Run a Direct-Supervision Housing Unit: Training for Trainers					Feb. 27-Mar. 9						21-31	
63	Planning of New Institutions: Taking Control of the Planning Process	24-27								1-4			
64	Managing Jail Design and Construction		14-17							1-4			



# NIC-Paid Training Beyond Longmont, Colorado

## NIC-Paid Training Beyond Longmont, Colorado

**Costs and Logistics**

**Application Requirements**

**Cancellations**

**NIC-Paid Training Beyond Longmont, Colorado, Calendar**

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As with all National Institute of Corrections training, programs held in locations other than Longmont, Colorado, are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help them implement their action plans.

## COSTS AND LOGISTICS

Some NIC training programs contain a special feature, such as a critical tour of a correctional facility, that cannot be conducted at the NIC Training Center in Longmont, Colorado. Because NIC considers these special features so important to the success of these programs, NIC pays travel and per diem expenses for state and local participants to other sites. In addition, as with all NIC training, there are no registration, tuition, or materials fees.

Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at government rates. Participants are responsible for the costs of ground transportation to and from airports and the training location.

NIC provides detailed information concerning location of training, air travel, ground transportation, and lodging arrangements for each program when notifying applicants of their acceptance.

Federal agencies must arrange for and pay the travel and per diem costs associated with their employees attending a training program. Corrections practitioners from other countries may attend a program if space is available. However, they must pay travel, per diem, and incidental expenses associated with attending the training.

**Individuals** interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 157) and the supplemental information requested in the course description. Individuals may also complete an application form online at [www.nicic.org](http://www.nicic.org).

Whether applying online or by Form A, the supplemental information *must* be provided.

#### SEE ALSO . . .

NIC Learning Center at [www.nicic.org](http://www.nicic.org) for application forms and instructions.

## APPLICATION REQUIREMENTS

Applicants may complete the application form for individuals (Form A, page 157), or they may complete an application form online at [www.nicic.org](http://www.nicic.org). All applications (whether hardcopy or electronic) must be endorsed as described on the back of Form A. Most programs require that supplemental information be submitted with the application (see course descriptions for specifics). Applications submitted without that supplemental information will be returned.

If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application, but only one supplementary statement for the team is required unless otherwise requested. The team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged. Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.

## CANCELLATIONS

NIC reserves the right to cancel training programs with reasonable notice to participants.

If an applicant is unable to attend after being accepted to a training program for which NIC pays participants' travel and per diem expenses, NIC must be notified as soon as possible. In the case of jail programs, the Jails Division must be notified of cancellations. For all other programs, the Academy Division must be notified.

<b>NIC-PAID TRAINING BEYOND LONGMONT, COLORADO, CALENDAR</b>														
Page	Training Program	2005			2006									
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
<b>TRAINING FOR ALL CORRECTIONS DISCIPLINES</b>														
28	Addressing Staff Sexual Misconduct With Offenders						12-17							
29	Investigating Allegations of Staff Sexual Misconduct With Offenders										9-14			
<b>TRAINING FOR PRISONS</b>														
75	Executive Forum for Deputy Directors	17-21												
76	Executive Leadership for Women						23-28							
77	Executive Training for New Wardens	3-7					24-29							
78	State Correctional Leadership for Women	16-21					19-24							16-21
79	Conducting Prison Security Audits						20-24			12-16			18-22	
81	Operational Practices in Women's Prisons—Train-the-Trainer								15-17 17-19					
82	Management of Violent, High-Risk, and Supermax Inmates						24-28							
87	Managing the Multigenerational Workforce								15-19					
<b>TRAINING FOR COMMUNITY CORRECTIONS</b>														
95	Orientation for New Probation and Parole Chief Executive Officers						19-24						17-22	
96	Leadership Development—State Parole Systems	Contact the Association of Paroling Authorities International for more information.												



# Partnership Programs



## Partnership Programs

**Costs and Logistics**

**Site Coordinator's/Facilitator's Role**

**Application Requirements**

**Cancellations**

**Partnership Program Calendar**

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As with all National Institute of Corrections (NIC) training, partnership programs are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help them implement their action plans.

Partnership programs bring NIC training to local communities across the nation. State and local agencies apply and are selected to host partnership programs, which are conducted in the agency's facility or a facility for which the agency contracts. Depending on the program, participants may be from the host agency only or from the host agency and other corrections agencies in the geographical area.

Applications for partnership programs will be accepted from agencies only. NIC will not accept applications from individuals wishing to participate.

## **COSTS AND LOGISTICS**

NIC provides the trainers, curriculums, and training materials for partnership programs. There are no registration, tuition, or materials fees associated with any NIC training. However, please note that individuals who attend or their employing agencies are responsible for travel, lodging, and meal expenses associated with attending partnership programs.

## **SITE COORDINATOR'S/FACILITATOR'S ROLE**

Host agencies are selected through a competitive process. At a minimum, applicant agencies must be able to—

- ◆ Designate a site coordinator, who will facilitate the program locally and be present throughout the program.
- ◆ Provide an appropriate training facility and equipment. The training facility must have a large main training room (1,200 square feet minimum) and two or three adjacent or nearby breakout rooms (400 square feet minimum each).

- ◆ Attract at least 24 participants to fill the program.
- ◆ Help participants obtain low-cost housing and meals.

## APPLICATION REQUIREMENTS

Applications to host partnership programs must be made by the agency, not individuals.

**Agencies** interested in hosting a partnership program must submit the Statement of Interest To Host Partnership Programs (Form B, page 159). NIC staff will explore with the agency contact person the appropriateness of the training to meet the agency's needs and the agency's ability to provide the required logistical support for the program.

**Individuals** interested in participating in an Academy Division or Community Corrections/Prisons Division partnership program should periodically check the NIC Web site ([www.nicic.org](http://www.nicic.org)) for a list of sites and application instructions. After sites are selected for Jails Division partnerships, eligible individuals will be sent a flier containing application instructions.

## CANCELLATIONS

NIC reserves the right to cancel training programs with reasonable notice to participants.

PARTNERSHIP PROGRAM CALENDAR														
Page	Training Program	2005			2006									
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
<b>TRAINING FOR ALL CORRECTIONS DISCIPLINES</b>														
8	Management Development for the Future (MDF)	Host sites recommend dates.*												
11	Strategies for Building Effective Work Teams	Host sites recommend dates.*												
12	Public and Media Relations	Host sites recommend dates.*												
21	Training for Agency Training Coordinators/Training Directors	24-27				6-9							18-21	
22	Training Design and Development			5-9	9-13									
34	Offender Workforce Development Specialist Partnership Training Program**				22-27		6-10	24-28				6-11	18-22	Oct. 29- Nov. 3
<b>TRAINING FOR JAILS</b>														
51	Administering the Small Jail	Host sites recommend dates.*												
53	Jail Resource Management	Host sites recommend dates.*												
68	The Jail as a Part of County Government	Host sites recommend dates.*												
<b>TRAINING FOR PRISONS</b>														
80	Multidisciplinary Approach to Managing Prison Security Systems		14-18			13-17			15-19			14-18		

\* When dates and sites are selected, they will be posted at [www.nicic.org](http://www.nicic.org). Check individual program descriptions for host application due dates.

\*\* This training program is conducted in a series of three 1-week blocks over a 3-month period. Participants are expected to attend all three blocks in the series.



# Forms

## Forms

Form A: Application for Individuals

Form B: Statement of Interest To Host Partnership Programs

Form C: Site Coordinator's Registration for 3-Hour Satellite/Internet Broadcasts

Form D: Site Coordinator's Registration for 24- to 32-Hour Satellite/Internet Broadcasts

Form E: Application for Regional Field Coordinator

## Application for Individuals

To apply, complete **(type or print legibly)** and sign this form, attach any supplementary statements required in the training program description, obtain the necessary endorsement, and mail or fax to the National Institute of Corrections, 1960 Industrial Circle, Longmont, CO 80501; fax 303-682-0469. **To receive full consideration, each item on both sides of this application must be completed and it must be received by the specified due date. Incomplete applications will be returned.** All applications will be acknowledged. Applicants accepted for participation will receive confirmation and additional information about the program.

Training program title \_\_\_\_\_

Training program number 06- \_\_\_\_\_

For multiple program offerings, **I cannot** attend on the following date(s): \_\_\_\_\_

Name \_\_\_\_\_

Mr.       Ms.       Mrs.

Social Security No. \_\_\_\_\_

Note: Disclosure of your Social Security number is voluntary. NIC collects Social Security numbers as identifiers for records of training participants. Executive Order No. 9397.

Title \_\_\_\_\_

Years in position \_\_\_\_\_

Is your primary job responsibility staff training?  Yes     No

Agency \_\_\_\_\_

Mailing address \_\_\_\_\_

City \_\_\_\_\_ County \_\_\_\_\_

State \_\_\_\_\_ ZIP Code \_\_\_\_\_

Telephone ( \_\_\_\_\_ ) \_\_\_\_\_ Fax ( \_\_\_\_\_ ) \_\_\_\_\_

E-mail address \_\_\_\_\_

Primary area of corrections (check one):

- Adult jail
- Adult community corrections
- Adult prison
- Other (explain) \_\_\_\_\_

**I agree to—**

- Fully participate in this program and will complete all pretraining and posttraining assignments.
- Reside at the training site (for Longmont programs) for the duration of the program.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Type of agency (check one):

- Federal—Bureau of Prisons
- Federal—Other
- State
- Indian Country—Bureau of Indian Affairs
- Indian Country—Tribal
- Regional
- County
- Municipal
- U.S. commonwealth or territory
- Foreign
- Private

Agency/institution information:

Institution/facility population \_\_\_\_\_  
 or  
 Agency population \_\_\_\_\_  
 Total number of agency staff \_\_\_\_\_  
 Number of staff you supervise \_\_\_\_\_

If training program is for **team participation**:

- Each team member must complete an application.
- Each team member's individual supplementary information is attached.
- Team members must be listed below.
- All applications must be sent together.

**Only one team supplement is required for all team members.** List team members below:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

If training program is for **individual participation**:

- Attach the supplementary information required in the training program description.



## Endorsement of Application by Agency Chief Executive Officer

NIC will return as "incomplete" application forms that do not have the endorsement of the chief executive officer of the agency, as defined below:

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden and the assistant director of human resource management at the central office.

**Individuals from private organizations** must submit with their application an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

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## Nomination/Endorsement

Nomination or endorsement must be made by the chief executive officer as defined above.

I recommend \_\_\_\_\_ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate (individually or as a member of a team) will be in a position to effect improvement in our organization. The information provided is accurate and complete. I agree that if the participant in this training program develops an action plan for our agency, outcomes of the implementation will be provided on request to NIC to determine the impact of the training on our organization.

Signature of chief executive officer \_\_\_\_\_ Date \_\_\_\_\_

Type or print name \_\_\_\_\_

Title of chief executive officer \_\_\_\_\_ Telephone (\_\_\_\_\_) \_\_\_\_\_

## Statement of Interest To Host Partnership Programs

(to be completed by **agencies** applying to host a partnership program)

Agencies interested in hosting an NIC partnership program must complete (**type or print legibly**) and sign this form, obtain the necessary endorsement, and mail or fax (**by the due date**) to the National Institute of Corrections, 1960 Industrial Circle, Longmont, CO 80501; fax 303-682-0469. All Statements of Interest will be acknowledged.

Partnership program title \_\_\_\_\_

Partnership program number 06- \_\_\_\_\_

Agency name \_\_\_\_\_

Agency address \_\_\_\_\_

City/State \_\_\_\_\_ ZIP Code \_\_\_\_\_

Agency contact person \_\_\_\_\_

Title \_\_\_\_\_

Telephone ( \_\_\_\_\_ ) \_\_\_\_\_ Fax ( \_\_\_\_\_ ) \_\_\_\_\_

E-mail address \_\_\_\_\_

Training date(s) in order of priority \_\_\_\_\_

Facilities available to accommodate the training (a large main room—1,200 square feet minimum—and at least two adjacent or nearby breakout rooms—400 square feet minimum each) are required.

\_\_\_\_\_  
\_\_\_\_\_

### Endorsement of Application by Agency Chief Executive Officer

Nomination/endorsement must be made by the chief executive officer as defined on the back of this application.

Our agency is interested in hosting the above-named partnership program. If accepted to host this training program, we acknowledge that all expenses except those of the trainers and training materials are our responsibility as the requesting agency. Further, we agree to publicize this program and solicit the appropriate number of participants (24-30).

Signature of chief executive officer \_\_\_\_\_ Date \_\_\_\_\_

Type or print name \_\_\_\_\_

Title of chief executive officer \_\_\_\_\_ Telephone ( \_\_\_\_\_ ) \_\_\_\_\_

## Endorsement of Application by Agency Chief Executive Officer

NIC will return as "incomplete" application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For the **Federal Bureau of Prisons**. Both the warden **and** the assistant director of human resource management at central office.

**Private organizations** must submit an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

**Site Coordinator's Registration for  
3-Hour Satellite/Internet Broadcasts**

**Form C**

This form is no longer used.  
Registration for NIC broadcast programs can now be done online.

Register at:  
<http://nicic.org/Forms/Broadcasts>



**Site Coordinator's Registration for  
3-Hour Satellite/Internet Broadcasts**

**Form D**

This form is no longer used.  
Registration for NIC broadcast programs can now be done online.  
Register at:  
<http://nicic.org/Forms/Broadcasts>



### Application for Regional Field Coordinator

To apply, complete this form, obtain the necessary endorsement, and mail or fax it to the NIC Academy, 1960 Industrial Circle, Longmont, CO 80501; fax 303-682-0469. Each item of this application must be completed to be given consideration.

Mr.       Ms.       Mrs.

Name \_\_\_\_\_

Title \_\_\_\_\_

Is your primary job responsibility staff training?

Yes       No

Number of offenders/clients \_\_\_\_\_

Number of staff \_\_\_\_\_

Agency \_\_\_\_\_

Mailing address \_\_\_\_\_

City \_\_\_\_\_ County \_\_\_\_\_

State \_\_\_\_\_ ZIP Code \_\_\_\_\_

Telephone ( \_\_\_\_\_ ) \_\_\_\_\_ Fax ( \_\_\_\_\_ ) \_\_\_\_\_

E-mail address \_\_\_\_\_

Type of agency (check one)

- Federal—Bureau of Prisons
- Federal—Other
- State
- Indian Country—Bureau of Indian Affairs
- Indian Country—Tribal
- Regional
- County
- Municipal
- U.S. commonwealth or territory
- Foreign
- Private

Primary area of corrections (check one)

- Adult jail
- Adult community corrections
- Adult prison
- Other \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

### Nomination/Endorsement

Nomination or endorsement must be made by the chief executive officer as defined on the back of this application.

I recommend \_\_\_\_\_ to serve as a regional field coordinator (RFC) for the National Institute of Corrections Academy. This nomination is made on the basis that the candidate will be in a position to effect improvement in our organization and will serve as an RFC for \_\_\_\_\_ year(s) (maximum 3). The information provided is accurate and complete.

Signature of chief executive officer \_\_\_\_\_ Date \_\_\_\_\_

Type or print name \_\_\_\_\_

Title of chief executive officer \_\_\_\_\_ Telephone ( \_\_\_\_\_ ) \_\_\_\_\_



## Endorsement of Application by Agency Chief Executive Officer

NIC will return as “incomplete” application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden **and** the assistant director of human resource management at the central office.

Individuals from **private organizations** must submit with their application an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

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[www.nicic.org](http://www.nicic.org)

