



TECHNICAL ASSISTANCE, INFORMATION, AND TRAINING FOR ADULT CORRECTIONS



ALL CORRECTIONS DISCIPLINES • JAILS • PRISONS
COMMUNITY CORRECTIONS

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National Institute of Corrections
<http://www.nicic.gov>

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National Institute of Corrections
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NIC Mission Statement

The National Institute of Corrections is a center of learning, innovation, and leadership that shapes and advances effective correctional practice and public policy.

NIC Vision Statement

The National Institute of Corrections is a leader in contributing to a just and humane society.

Letter From the Director of the National Institute of Corrections

Dear Colleague:

The National Institute of Corrections (NIC) is proud to present its annual service plan for fiscal year 2010, which begins on October 1, 2009. Presented here are the training programs, technical assistance opportunities, and information services that NIC will provide for correctional executives and practitioners working in all corrections disciplines in federal, state, and local adult correctional agencies.

NIC's programs are designed to assist jails, prisons, and community corrections agencies and practitioners with managing their operations and the offenders under their care, promoting correctional policies that maximize safety for staff and offenders, enhancing organizational and professional performance in corrections, and more effectively reducing the risk offenders pose to public safety. To this end, our programs and services strive to address emerging areas of concern and interest to public policymakers, correctional executives, and practitioners, and to respond with relevant and beneficial assistance to help improve their corrections systems.

NIC will continue to strive to be a focused, customer-oriented, apolitical, efficient, highly professional agency. With our emphasis on direct service rather than financial assistance, we will assist you with meeting the unique challenges facing you in today's correctional environment and in your organization, in your career, with your staff, and with the offenders you manage. This year, for the first time, the application process for all programs listed in this service plan will be **online only**. We hope this new process will save you time and make it easier to take advantage of our programs and services. Updates to our training programs, satellite/Internet broadcasts, and technical assistance services are announced throughout the year on our website at www.nicic.gov.

Check our website regularly for new and updated information and to take full advantage of NIC's services. I thank you for your loyal support and invite your comments on NIC's training programs and services and suggestions on how NIC can better serve you and the field of corrections. A reply card is enclosed for your convenience.

Morris L. Thigpen
July 2009

This document is available on NIC's website at www.nicic.gov.

APPLY ONLINE

NIC's application process has changed. Beginning this year, application for all training programs offered in this service plan is via the NIC website. Visit www.nicic.gov/training now to submit your application and throughout the year to learn about new training opportunities.

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* and on Grants.gov (www.grants.gov). 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; for-profit and non-profit organizations; and community-based organizations, including faith-based organizations.

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INTRODUCTION

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 Transition and Offender Workforce Development Division, Research and Evaluation Division, and the NIC Information Center also serve all adult corrections. NIC’s Administration Division coordinates NIC’s interagency programs as well as its special emphasis initiatives funded by Congress.

NIC’s administrative offices, Administration Division, Community Corrections Division, Jails Division, Prisons Division, Research and Evaluation Division, and Transition and Offender Workforce Development Division are located in Washington, D.C. The Academy Division and NIC Information Center are located at the National Corrections Academy in Aurora, Colorado.

CONTACT INFORMATION

Washington, D.C., Offices

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Fax: 303–365–4456
Web address: www.nicic.gov
E-mail address: asknicic@nicic.gov

NEW APPLICATION PROCESS!

To apply for all training programs offered in this service plan, visit NIC’s website at www.nicic.gov/training. Application is now *online only*.

ALL CORRECTIONS DISCIPLINES:
PROGRAMS AND SERVICES

ALL CORRECTIONS DISCIPLINES: PROGRAMS AND SERVICES

Leadership and Management

Training Programs

- Executive Excellence
- Correctional Leadership Development
- Correctional Leadership Development—Partnership Deliveries
- Correctional Leadership for Women—Partnership Deliveries
- Management Development for the Future (MDF)

Workplace Learning and Staff Performance Enhancement

Regional Training Initiative

NIC Resources

Live Online Training Programs

- Workplace Learning and Staff Performance Enhancement in Corrections—Critical Issues
- Using E Strategies To Reach Our Young Adult Workforce
- From Face-to-Face to Blended Staff Performance Enhancement
- How To Turn a Competency Model Into Development Opportunities for Staff
- Harnessing the Power of E for Staff Performance Enhancement
- Designing E Strategies—Are Your Agency and Staff Ready?

Offender Workforce Development

Training Program

- Offender Workforce Development Specialist Partnership Training Program

NIC Resources

Women Offenders

Technical Assistance

NIC Resources

Human Resources

Correctional Workforce

LEADERSHIP AND MANAGEMENT

In 2005, the National Institute of Corrections (NIC) began a realignment of its Leadership and Management Development Initiative to better meet the needs of the corrections field. The programs offered here represent a broader range of developmental programs for future executives who will lead their agencies. In addition to executive development efforts, NIC offers programs for senior-level as well as mid-level managers. At all levels, NIC's leadership and management development programs address personal growth and professional development issues and 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 8-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.

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

**NATIONAL CORRECTIONS
ACADEMY
AURORA, CO**

Dates: May 2–14, 2010

Program: 10–E1401

Applications Due: Feb. 2, 2010

ALL TRAINING PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program must apply online at www.nicic.gov/training.

Individuals interested in participating in a program at the National Corrections Academy in Aurora, Colorado, or in an NIC paid program beyond Aurora, Colorado, must apply online at www.nicic.gov/training.

APPLICATION REQUIREMENTS

To apply for this program, visit NIC's website at www.nicic.gov/training. Supplemental materials may be required with your application. Check the website for specific requirements.

See "NIC Training Programs at the National Corrections Academy in Aurora, Colorado" (page 103) for logistical information.

CONTACT

Robert M. Brown, Jr., Academy Division; toll-free telephone: 800-995-6429, ext. 4400, or 303-365-4400; e-mail: rbrown@bop.gov.

**NATIONAL CORRECTIONS
ACADEMY
AURORA, CO**

Dates: July 20–30, 2010

Program: 10–M101

Applications Due: Apr. 20, 2010

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[®] 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 Influence 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: To apply for this program, visit NIC's website at www.nicic.gov/training. Supplemental materials may be required with your application. Check the website for specific requirements.

Part II: After notification of selection, participants will be assigned various pre-program 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 Programs at the National Corrections Academy in Aurora, Colorado" (page 103) for logistical information.

CONTACT

John Eggers, Ph.D., Academy Division; toll-free telephone: 800-995-6429, ext. 4405, or 303-365-4405; e-mail: jeggers@bop.gov.

Correctional Leadership Development—Partnership Deliveries

WHO SHOULD ATTEND

Senior-level leaders in a correctional agency (up to 30 openings are available for a selected agency).

DESCRIPTION

The Correctional Leadership Development (CLD) program consists of two 24-hour classroom sessions delivered approximately 3 months apart. Pre-session work involves participants completing several online instruments and applicable e-Learning courses. This program is based on the Leadership Challenge Model[®] 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. Through the use of instrumentation, participant dialogue, and experiential activities, participants identify their leadership strengths and create a personal leadership development plan. Participants will also undertake action-based learning projects focused on relevant issues in their agencies between sessions one and two.

APPLICATION REQUIREMENTS

Agencies interested in this program should visit NIC's website at www.nicic.gov/training to apply. Supplemental materials may be required with your application. Check the website for specific requirements. Final selection and scheduling of the CLD program is contingent on the organization's commitment and preparedness to support the program participants in their learning before and throughout the program.

Note: NIC does not pay any participant expenses related to attendance or participation in this CLD partnership series.

Host agencies work with NIC to determine program delivery dates.

See "Partnership Programs" (page 111) for logistical information.

PARTNERSHIP SITES***Applications Due:**

Dec. 4, 2009–Apr. 1, 2010

*When an agency is selected, training dates will be negotiated between the assigned NIC and agency contacts.

CONTACTS

John Eggers, Ph.D., Academy Division; toll-free telephone: 800-995-6429, ext. 4405; or 303-365-4405; e-mail: jeggers@bop.gov.

Leslie LeMaster, Academy Division; toll-free telephone: 800-995-6429, ext. 4411, or 303-365-4411; e-mail: llemaster@bop.gov.

PARTNERSHIP SITES*

Dates: TBD

Program: 10-P3303

Applications Due: Dec. 7, 2009

Dates: TBD

Program: 10-P3304

Applications Due: Mar. 5, 2010

*When an agency is selected, training dates will be negotiated between the assigned NIC and agency contacts.

Correctional Leadership for Women— Partnership Deliveries

WHO SHOULD ATTEND

Women with mid-managerial responsibility in jails, prisons, and community corrections at or above a level comparable to deputy jail administrator; jail department head; institution/prison captain; head of a probation, parole, community corrections, or community sentencing unit; or regional district manager, 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 to enhance their professional development. This program provides the opportunity for women from two or more different states/jurisdictions to meet, network, and gain the support of 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 or hosting this program must submit a letter of intent from the agency's chief executive officer to Evelyn Bush (see address below) stating the agreement of at least one other system (preferably in close proximity) 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 or hosting the program and how they intend to support the learning before and throughout the program. Hosting may include providing overnight lodging for participants.

Note: Classroom participants will be selected by their agencies.

See "Partnership Programs" (page 111) for more information.

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 agency's chief executive officer.

Participants will be selected by their agencies for participation in this program.

CONTACT

Evelyn Bush, Prisons Division; toll-free telephone: 800-995-6423, ext. 40376, or 202-514-0376; e-mail: elbush@bop.gov.

Management Development for the Future (MDF)

WHO SHOULD ATTEND

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

DESCRIPTION

This agency-exclusive management development series is conducted over 12–18 months and is provided to participants within selected agencies. The learning strategies used in the program include three 24-hour classroom sessions, independent e-Learning courses, online instructor-led sessions, online 360-degree feedback leadership assessments, reading, participation in online community forums and discussions, and the development of personal leadership development plans. Participants will prepare a Dynamic Leadership Plan and undertake action-based learning projects focused on the relevant issues in their agencies with the intention of applying skills and strategies learned in the program to build organizational capacity and manage organizational change.

APPLICATION REQUIREMENTS

Agencies interested in hosting this program should visit NIC's website at www.nicic.gov/training to apply. 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 before and throughout the program. A readiness assessment and interview with the executive level of the agency applying will be conducted before NIC's commitment to the program.

Note: This application process is for **agencies** only. A correctional agency from jails, prisons, or community corrections must apply and be selected for the management development series. Once an agency is selected, individual application and selection will be conducted through the agency.

See "Partnership Programs" (page 111) for more information.

Note: NIC does not pay any participant expenses related to attendance or participation in the MDF series. For more information on the MDF series or the application process, please contact one of the correctional program specialists listed under *Contacts*.

PARTNERSHIP SITES***Applications Due:**

Dec. 4, 2009–Apr. 1, 2010

*When an agency is selected, training dates will be negotiated between the assigned NIC and agency contacts.

CONTACTS

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Leslie LeMaster, Academy Division; toll-free telephone: 800-995-6429, ext. 4411, or 303-365-4411; e-mail: llemaster@bop.gov.

WORKPLACE LEARNING AND STAFF PERFORMANCE ENHANCEMENT

“Workplace Learning and Staff Performance Enhancement” is the National Institute of Corrections’ (NIC’s) new name for its reconceptualized efforts to help build staff training and development capacity in corrections agencies of all types. Visit this initiative’s Web page on NIC’s website (click on “Projects” and select “Training Design & Development” for more information and resources).

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.

REGIONAL TRAINING INITIATIVE

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.

For applications and information on the Regional Training Initiative, visit the NIC website:
www.nicic.gov/RegionalTraining.

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; and 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 should visit NIC's website at www.nicic.gov/NewRFC to apply.

Information about Regional Training Initiative activities and resources is posted to NIC's website (www.nicic.gov/RegionalTraining).

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 NIC website or by contacting the Academy Division.

CONTACTS

Northeastern Region: Bernie Iszler, Academy Division, toll-free telephone: 800-995-6429, ext. 4409, or 303-365-4409; e-mail: biszler@bop.gov.

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Western Region: Richard Geaither, Academy Division, toll-free telephone: 800-995-6429, ext. 4407, or 303-365-4407; e-mail: rgeaither@bop.gov.

NIC RESOURCES

NIC has a variety of resources related to helping agencies build capacity for training, which include the following. To request copies, see "NIC Information Center" (page 85).



TRAINING RESOURCES

- “Designing Learner Centered Instruction.”
- “Effectively Managing the Multi-Generational Workforce.”
- “Group Facilitation Skills for Trainers.”
- “Managing Youthful Offenders in Adult Institutions.”
- “Training Design and Development.”
- “Interpersonal Communications in the Correctional Setting: IPC.”

SATELLITE/INTERNET BROADCASTS AND TRAINING PROGRAMS

- “Building Agency Success: Developing an Effective FTO/OJP Training Program,” 24-hour training program broadcast held in August 2004 (VHS or DVD).
- “Developing an Effective New Employee FTO Program,” 3-hour broadcast held in 2003 (VHS or DVD).
- “Foundation Skills for Trainers,” 32-hour training broadcast held in March 2004 (VHS or DVD).

NIC E-LEARNING PROGRAMS (<http://nic.learn.com>)

- E-Learning: A Foundation for Correctional Trainers.
- Program Planning and Design.
- How To Develop Effective Performance Objectives.

LIVE ONLINE TRAINING PROGRAMS

NIC now provides a number of virtual instructor-led training (VILT) programs. These programs are offered online with live instructors and allow the participants to join in from disparate geographical locations.

See page 75 for registration information.

Workplace Learning and Staff Performance Enhancement in Corrections—Critical Issues

WHO SHOULD ATTEND

Local, state, and federal adult corrections and juvenile justice managers and leaders; training directors and managers; administrators; and trainers who are interested in maximizing staff performance through implementing workplace learning strategies in the contemporary corrections workplace.

DESCRIPTION

During this 2-hour VILT course, participants from corrections settings of all types will explore the critical issues related to building internal capacity for staff performance enhancement by using the latest workplace learning strategies. Content includes the latest research into practice on human learning and its implications for staff performance enhancement (the new phrase for “training and staff development”), the impact of technological advances on the workplace learning function (formerly known as the training function), and a look at the American Society for Training and Development (ASTD) Workplace Learning and Staff Performance Enhancement competency model.

OBJECTIVES

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

- Determine critical issues related to enhancing staff performance through workplace learning efforts pertinent to their organization.
- Develop an initial plan for addressing these issues within their home organization.

Using E Strategies To Reach Our Young Adult Workforce

WHO SHOULD ATTEND

Local, state, and federal adult corrections and juvenile justice training directors and administrators; training coordinators; and training and curriculum developers who are interested in creating staff performance enhancement strategies that target the needs of the young adult corrections workforce, sometimes known as the millennials or the digital generation.

DESCRIPTION

During this 2-hour VILT course, the workplace learning needs of our technology-savvy young adult workforce will be defined. Content includes a description of the emerging profile/characteristics of the contemporary corrections workforce, along with a look at the specific profile of our younger employees. The course also explores how to meet the staff performance enhancement needs of this emerging group and presents several examples of how this is being done by selected correctional agencies. As a concluding activity, participants will develop an initial plan for assessing their organization's ability to meet the needs of their young adult workforce and actions to be taken as a result of the assessment.

OBJECTIVES

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

- Determine the unique workplace learning needs of their young adult workforce.
- Develop an initial plan for assessing their organization's ability to meet the needs of this workforce and actions to be taken as a result of the assessment.

From Face-to-Face to Blended Staff Performance Enhancement

WHO SHOULD ATTEND

Local, state, and federal adult corrections and juvenile justice training directors and administrators; training coordinators; and training and curriculum developers who are interested in moving from solely classroom-based staff performance enhancement offerings to a strategic "blending" of classroom (traditional face-to-face programs) and e-based strategies.

DESCRIPTION

During this 2-hour VILT course, participants from corrections settings of all types will explore the basics of creating "blended" staff performance enhancement opportunities (formerly known as staff development and training opportunities). Content includes defining Learning 2.0 terminology such as blended learning and e-based strategies and some basic information on what to blend, how to blend, and what not to blend. Participants will review several examples of blended learning opportunities offered by NIC and other entities that are available to the corrections field. Participants will also develop an initial plan for applying Learning 2.0 strategies within their organization.

OBJECTIVES

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

- Explore the basics of Learning 2.0 and its implications for staff performance enhancement in corrections settings.

- Demonstrate what to blend, how to blend, and what not to blend.
- Develop an initial plan for the application of Learning 2.0 strategies within their organization.

How To Turn a Competency Model Into Development Opportunities for Staff

WHO SHOULD ATTEND

Local, state, and federal adult corrections and juvenile justice training directors and administrators; human resources managers and leaders; and agency managers and leaders who are tasked with and/or are interested in developing competency-based development opportunities to enhance staff job performance.

DESCRIPTION

During this 2-hour VILT course, participants from corrections settings of all types will review the basics of competency frameworks—what they are, how they are developed, where to find them, and how to move from a competency framework into creating staff performance enhancement opportunities. Content includes a look at NIC’s Correctional Leadership Competencies for the 21st Century framework and explores how NIC’s Academy Division has incorporated the framework into its leadership and management development opportunities. Participants will also develop an initial plan for implementing a competency-based staff performance enhancement framework (formerly known as staff training and development) into their home organization.

OBJECTIVES

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

- Define competencies and their connections to enhancing staff performance.
- Articulate how a particular competency, such as self-awareness, can be translated into development opportunities/activities.
- Develop an initial plan for the application of a competency model to their home organization’s staff performance enhancement system (formerly known as staff training and development).

Harnessing the Power of E for Staff Performance Enhancement

WHO SHOULD ATTEND

Local, state, and federal adult corrections and juvenile justice training directors and administrators; training coordinators; and training and curriculum developers who are interested in harnessing the power of Learning 2.0 e-based staff

performance enhancement strategies and incorporating them into their workplace learning approach (formerly known as staff development and training approaches).

DESCRIPTION

During this three-phase VILT blended course, participants will experience and practice how to use a variety of technology-based/e-based staff performance enhancement approaches. By employing blended strategies, the course will simultaneously teach participants how to use each approach and provide an opportunity to practice what they have learned. Each phase builds on skills learned and moves through a progression that includes stand-alone tutorials, interaction with facilitators via e-mail and VILT, threaded asynchronous discussion, chat, and virtual classroom experiences. Several facilitators will oversee the program; the facilitators will guide discussions, review work products, provide individual feedback, offer technical assistance, and answer questions. The anticipated course duration is up to 20 hours via VILT and other blended strategies.

OBJECTIVES

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

- Use a broad array of blended learning approaches, including technological approaches, to create and deliver workplace learning opportunities.
- Integrate blended learning strategies into their current staff training and development practices.

Designing E Strategies—Are Your Agency and Staff Ready?

WHO SHOULD ATTEND

Local, state, and federal adult corrections and juvenile justice training directors and administrators; training coordinators; training and curriculum developers who are interested in moving from solely classroom-based staff performance enhancement offerings to a strategic “blending” of classroom (traditional face-to-face programs) and e-based strategies; and agency leaders who support the infrastructure building that is typically involved in a strategic blending of learning opportunities.

DESCRIPTION

During this 2-hour VILT course, participants from corrections settings of all types will explore readiness issues for both an agency’s workforce and technology infrastructure. Content includes defining readiness issues that may come into play, such as staff attitudes toward blended learning opportunities (Web-based training or self-paced e-courses), staff development and trainer competencies and attitudes, technological infrastructure issues (Internet access on the job,

policy and procedure changes that may be needed), and other readiness issues. Participants will discuss several ways to assess staff and organizational readiness and will develop an initial plan for assessing their organization and staff readiness for e-based learning strategies.

OBJECTIVES

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

- Identify e-based readiness issues pertinent to their organization.
- Develop an initial plan for assessing their organization's readiness for the adoption of e-based strategies for staff performance enhancement (formerly known as staff development and training).

OFFENDER WORKFORCE DEVELOPMENT

The Transition and Offender Workforce Development Division, formerly the Office of Correctional Job Training and Placement, was established legislatively within the National Institute of Corrections (NIC) through the Violent Crime Control and Law Enforcement Act of 1994, Public Law 103–322. This division is a primary resource for a broad range of stakeholders involved in improving pretrial, transition, and reentry services for people with criminal histories. NIC’s Transition and Offender Workforce Development Division has developed transition models, strategies, and training opportunities to improve service delivery systems, expedite stakeholder collaboration, and increase the competencies of service providers. The products, programs, and services provided are ultimately intended to lead to a desistance from crime, reduction in victimization, reduction in recidivism, and needless waste of human potential.

TRAINING PROGRAM

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 practitioners who assist individuals who have criminal records with making informed decisions relative to job and career choices based on their abilities, aptitudes, and interests, and information relevant to today’s job market (e.g., occupational, educational, and labor market information).

WHO SHOULD ATTEND

This training program addresses the competencies required for certification as a Global Career Development Facilitator (GCDF) through the Center for Credentialing and Education, Inc. (CCE). Teams selected by invitation only will subsequently be provided Offender Workforce Development Specialist Instructor (OWDS–I) training onsite within their respective jurisdictions. The training is designed for 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 coursework).
- One or more members of the team must be designated as the training event coordinator(s).
- One or more members of the team must be designated as the evaluation coordinator(s).

PARTNERSHIP SITES

Week 1 (10–T322): Jan. 24–29, 2010

Week 2 (10–T323): Feb. 28–Mar. 5, 2010

Week 3 (10–T324): Apr. 11–16, 2010

Applications Due: Sept. 25, 2009

PARTNERSHIP SITES

Week 1 (10–T325): Aug. 1–6, 2010

Week 2 (10–T326): Sept. 12–17, 2010

Week 3 (11–T321): Oct. 24–29, 2010

Applications Due: Apr. 2, 2010

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.

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 website at www.nicic.gov.

- 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 upon completion of the program.
- Five or more members of the team must meet the education and experience requirements to qualify for certification as an OWDS–I. These trainees must apply for GCDF certification upon 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 training, skills development, job placement, retention and advancement services, or career counseling).

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

DESCRIPTION

The OWDS Partnership Training Program consists of three blocks, each 4½ days in length, totaling 112 hours of classroom instruction. 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 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 an action planning process to design training for service providers in the participant teams' jurisdictions.

OWDS program objectives are to—

- Provide participants with the knowledge and skills required to deliver effective workforce development services.
- Promote collaborations that will result in increased positive employment outcomes.
- Prepare trainees to be 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 to provide competency-based training for practitioners who meet the course requirements for certification as Global Career Development Facilitators through the Center for Credentialing and Education, Inc.

The primary sponsoring agency for this program must be a state or local public correctional agency that provides direct or indirect employment services for individuals with criminal records. The primary sponsoring agency must submit a Statement of Interest (Form A). Contact the National Career Development Association (NCDA) to obtain a Statement of Interest (Form A) at 866-367-6232 or 918-663-7060, or www.ncda.org.

If the agency is invited to apply for training, the primary sponsoring agency is responsible for submitting all requested information. The agency may determine the exact composition of the 12-person team. Teams must consist of employees from multiple agencies and organizations in collaboration on offender workforce development.

Upon a participant team's successful completion of the OWDS Partnership Training, the primary sponsoring agency may apply to NIC for a cooperative agreement not to exceed \$25,000 for a period of 18 months to defray the cost to the jurisdiction of replicating the OWDS training program. Each partnership is responsible for providing this training to a minimum of 25 trainees during the project period. NIC will provide monitoring for the initial training.

COSPONSORING AGENCY

Cosponsoring agencies may include organizations that work with public corrections to assist individuals with criminal records in one or more of the following areas: job training; skills development; job placement, retention, and advancement services; or career counseling. Locations where these services are provided may include other correctional agencies (jails and prisons including correctional industries 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 website at www.nicic.gov/OWD 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 the National Career Development Association to request a Statement of Interest (Form A). NCDA's contact information is listed below.

APPLICATION

Contact the National Career Development Association at 866-367-6232, or 918-663-7060, or www.ncda.org for an application.

PROGRAM CONTACT

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

NIC RESOURCES

Administrative Guide: Offender Workforce Development Specialist Partnership Training Program. Publication may be downloaded from the NIC website (www.nicic.gov) or the NCDA website (www.ncda.org). Paper copies may be obtained free of charge by calling the NIC Information Center toll free: 800-877-1461.

WOMEN OFFENDERS

Despite the increasing rates of women coming to the attention of the criminal justice system, gender is often ignored when programs and services are developed. However, with the continuously emerging research on this population, the National Institute of Corrections (NIC) remains committed to developing materials, training, and technical assistance for local, state, and federal jurisdictions that is geared toward the issue of women offenders.

TECHNICAL ASSISTANCE

Technical assistance is available on a broad range of topics related to women who are involved in the criminal justice system and is designed to meet the individual needs of the requesting agency or jurisdiction. Examples of general technical assistance include:

- Assessing whether current programs and operations are meeting the needs of women offenders.
- Creating or enhancing policy and practice to be responsive to women offenders.
- Improving the design, delivery, management, and evaluation of gender-responsive training for staff.

In collaboration with other experts, NIC continues to develop products for the field to improve practices and outcomes for women offenders. Technical assistance is also offered with regard to the following newly developed initiatives:

- Assessment and classification specific to women offenders.
- The women offender case management model.
- The gender-responsive management and practices assessment (facilities).

APPLICATION REQUIREMENTS

Limited, short-term technical assistance is available to local, state, and federal agencies, including courts and pretrial systems that are interested in improving services to women offenders. For more information about the applications process, see “Technical Assistance Program” (page 91).

CONTACT

Maureen Buell, Women Offender Initiative; toll-free telephone: 800-995-6423, ext. 40121, or 202-514-0121; e-mail: mbuell@bop.gov.

RELATED PROGRAM

See page 53 for information on the partnership program *Operational Practice in the Management of Women’s Prisons*.

NIC RESOURCES

Resources available from NIC on women offenders include the following. To request copies, see “NIC Information Center” (page 85).

TRAINING RESOURCES

- “Correctional Health Care: Women Offenders.”
- “Critical Issues in Managing Women Offenders.”
- “Effective Supervision of Women Offenders in the Community.”
- “Operational Practices in Managing Women’s Prisons.”
- “Sentencing Women Offenders: A Training Curriculum for Judges.”
- “Women Offenders: Developing an Agency-Wide Approach.”
- “Workforce Development and Women Offenders” (e-learning course).

SELECTED PUBLICATIONS

- *Classification of Women Offenders: A National Assessment of Current Practices.*
- *Developing Gender-Specific Classification Systems for Women Offenders.*
- *Facility Planning To Meet the Needs of Female Offenders.*
- *Gender-Responsive Management and Practices Assessment.*
- *Gender-Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders.*
- *Women Offender Case Management Model.*
- Gender-Responsive Strategies bulletin series:
 - *A Summary of Research, Practice, and Guiding Principles for Women Offenders.*
 - *Supervision of Women Defendants and Offenders in the Community.*
 - *The Gender-Responsive Strategies Project: Jail Applications.*
 - *Using Jail Exit Surveys To Improve Community Responses to Women Offenders.*
 - *Systemic Criminal Justice Planning: Improving Responses to Women Offenders in Hamilton County, Ohio.*
 - *Responding to Women Offenders: The Department of Women’s Justice Services in Cook County, Illinois.*

OTHER RESOURCES

- National directory of programs for women offenders (*www.nicic.gov/WODP*).
- Women offender discussion forum and blogs (go to *www.nicic.gov/community* and click on “women offenders”).
- NIC Web page (*www.nicic.gov/womenoffenders*).
- Gender-responsive assessment and classification (*www.uc.edu/womenoffenders*).

SATELLITE/INTERNET BROADCASTS

- “Children of Prisoners: Children of Promise,” 3-hour satellite/Internet broadcast held in June 2003 (DVD).
- “Community Supervision: Using a Strength-Based, Family-Focused Approach,” 3-hour satellite/Internet broadcast held in March 2005 (DVD).
- “Female Offenders and the Community,” satellite/Internet broadcast held in July 2001 (VHS or DVD).

HUMAN RESOURCES

Human resources are a major component of any public service organization. The individuals who are recruited, trained, and retained are the facilitators of that organization’s mission and service. The way it manages its human resources sets the foundation for how it conducts its business, services the community, and is viewed as an employer. In various forums, the National Institute of Corrections (NIC) has been asked to provide information regarding human resources best practices and methods to ensure that these resources are shared and promoted. In response, NIC has undertaken the role of resource provider on managing human resources—the people who ensure “mission accomplished.”

CORRECTIONAL WORKFORCE

Correctional work is unique among criminal justice professions. It takes place primarily in a difficult work environment; often does not provide commensurate benefits, pay, or prestige to its workforce; and has substantially greater management challenges. As a result, the correctional workforce has extremely high turnover and questionable identity as a profession.

With today’s heightened security, there is a greater need for experienced workers in the law enforcement and criminal justice profession than existed in the past. Specifically, the corrections profession is faced with a depleting workforce already plagued by the challenges of its often “out of sight, out of mind” mission of maintaining public safety. With public safety agencies competing for the same qualified, skilled workers, the pool of available employees for corrections has decreased. The challenges for corrections to fill positions are even greater when coupled with the frequently misrepresented public image of the profession.

The focus of this initiative is to promote collaboration among correctional agencies involved in the recruitment, training, and retention of correctional staff, as well as external stakeholders who can be instrumental in developing a cadre of prospective employees for the correctional field.

The initiative will enhance awareness of what correctional agencies can do to become more attractive, proactive, and competitive in a changing workforce. It will identify strategies and practices that correctional systems can use to manage their workforce and will lay a foundation for addressing the challenges and level of involvement at different stages of the workforce continuum.

The initiative will create a forum for identifying, training, and supporting educational arenas to provide students with knowledge and experience beneficial to their first postgraduation jobs. It will also address developing specific coursework on leadership in corrections.

The intended results are to:

- Educate the public on the diversity of careers in corrections.
- Assist correctional agencies to work with municipal labor agencies in enhancing the hiring process.
- Promote partnerships between correctional agencies and institutes of higher education to provide opportunities for staff to increase their education levels and enhance their opportunities for advancement.
- Develop strategies for correctional agencies to improve their public image.
- Assist correctional agencies to address the disparity between workforce needs and what the correctional profession offers.
- Review the issue of pay in correctional agencies compared to other criminal justice agencies.
- Promote succession planning strategies.

The direct impact of the initiative would promote an organizational culture that lifts up the most important asset of the agency—its human resources. It is important that staff throughout the agency are aware of its mission and how it directly affects its human resources.

CONTACT

BeLinda P. Watson, Prisons Division; toll-free telephone: 800–995–6423, ext. 30483, or 202–353–0483; e-mail: bpwatson@bop.gov.

JAILS: PROGRAMS AND SERVICES

JAILS: PROGRAMS AND SERVICES

Jail Administration

Training Programs

- Administering the Small Jail
- Jail Administration
- Jail Resource Management
- Jail Resources: The Roles of the Sheriff and the Funding Authority

Technical Assistance

NIC Resources

Inmate Behavior Management

Training Program

- Inmate Behavior Management

Technical Assistance

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

NIC Resources

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
- Making the Transition to a New Jail
- General Technical Assistance

NIC Resources

Jail Standards and Inspections

Training and Technical Assistance

NIC Resources

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 National Institute of Corrections (NIC) Jails Division provides training, technical assistance, and information on the administration of jail functions.

TRAINING PROGRAMS

Administering the Small Jail

WHO SHOULD ATTEND

This program targets administrators of jails in which there is no level of mid-management between the jail administrator and first-line supervisors, and the jail administrator has limited ability to delegate administrative or management responsibility. These jails tend to be smaller, often with fewer than 150 beds. The jail administrator, who is the primary audience for this program, is defined as the person who directs the day-to-day operations of the jail. If space allows, teams composed of both the jail administrator and the agency chief executive officer (such as the sheriff) will also be considered for acceptance.

DESCRIPTION

This program focuses on key elements in effective jail administration and is designed to address the unique needs of small jail administrators. Program topics include risk management; use of jail standards; development of and compliance with policies and procedures; inmate behavior management; determination of staffing needs; workforce development; systematic approaches to fire, safety, and sanitation; and ongoing operational assessment. Program participants explore effective practices in each of these areas, review the operations of their own jails, and develop plans for improvement.

APPLICATION REQUIREMENTS

To apply for this program, visit NIC's website at www.nicic.gov/training. Supplemental materials may be required with your application. Check the website for specific requirements.

See "NIC Training Programs at the National Corrections Academy in Aurora, Colorado" (page 103) for logistical information. For the partnership program, see "Partnership Programs" (page 111) for logistical information.

CONTACT

Cheryl Paul, Jails Division; toll-free telephone: 800-955-6423, ext. 69590, or 202-616-9590; e-mail: cmpaul@bop.gov.

NATIONAL CORRECTIONS ACADEMY AURORA, CO

Dates: Oct. 25–30, 2009

Program: 10–J2801

Applications Due: July 24, 2009

Dates: Apr. 25–30, 2010

Program: 10–J2802

Applications Due: Jan. 25, 2010

ALL TRAINING PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program must apply online at www.nicic.gov/training.

Individuals interested in participating in a program at the National Corrections Academy in Aurora, Colorado, or in an NIC paid program beyond Aurora, Colorado, must apply online at www.nicic.gov/training.

**NATIONAL CORRECTIONS
ACADEMY
AURORA, CO****Dates:** Sept. 19–24, 2010**Program:** 10–J2601**Applications Due:** June 18, 2010

Jail Administration

WHO SHOULD ATTEND

Top administrators of jails **with more than 150 but fewer than 1,000 beds** 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 key functions to mid-level managers. Teams composed of the sheriff and the jail administrator will be considered. **(This class is not designed for assistant administrators.)**

DESCRIPTION

This 35-hour program teaches administrators the basic skills and competencies needed to effectively manage and direct their jail operations. The program has been redesigned and focuses on topics such as risk management, workforce development, jail staffing, operational assessments, jail standards, policies and procedures, inmate behavior management, and budget management. During the program, participants will also examine strategies for delegating responsibility effectively and their role outside the jail—with local government officials, other components of the criminal justice system, and the community.

APPLICATION REQUIREMENTS

To apply for this program, visit NIC’s website at www.nicic.gov/training. Supplemental materials may be required with your application. Check the website for specific requirements.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 103) for logistical information.

CONTACT

Mike Jackson, Jails Division; toll-free telephone: 800–955–6423, ext. 69565, or 202–616–9565; e-mail: mpjackson@bop.gov.

Jail Resource Management

WHO SHOULD ATTEND

This program is designed for jail administrators and jail budget directors.

DESCRIPTION

This 3-day program focuses on providing the basic skills and techniques that jail administrators and budget directors need to develop effective budget requests and better manage current resources. Skills and techniques addressed in this training partnership program include:

- Determining the need for fiscal and nonfiscal resources.
- Identifying and managing budget influences outside the jail.
- Drafting funding/budget requests.
- Justifying and presenting funding/budget requests
- Developing a resource management plan.
- Tracking and documenting expenditures and use of resources.
- Managing through funding cuts and unanticipated expenses.

APPLICATION REQUIREMENTS

Agencies interested in hosting this program should visit NIC's website at www.nicic.gov/training to apply. Program dates will be jointly determined by the host agency and NIC. The host agency will assume specific responsibilities for the program.

See "Partnership Programs" (page 111) for logistical information.

CONTACT

Robbye Braxton-Mintz, Jails Division; 800-995-6423, ext. 44562, or 202-514-4562; e-mail: rbraxtonmintz@bop.gov.

PARTNERSHIP SITES*

Dates: TBD

Program: 10-J3201

Applications Due: Dec. 10, 2009

Dates: TBD

Program: 10-J3202

Applications Due: Mar. 17, 2010

*When an agency is selected, training dates will be negotiated between the assigned NIC and agency contacts.

PARTNERSHIP SITES***Dates:** TBD**Program:** 10–J3301**Applications Due:** Oct. 15, 2009**Dates:** TBD**Program:** 10–J3302**Applications Due:** Jan. 15, 2010

*When an agency is selected, training dates will be negotiated between the assigned NIC and agency contacts.

Jail Resources: The Roles of the Sheriff and the Funding Authority

WHO SHOULD ATTEND

A three- or four-person team from each attending county, each consisting of the following:

- One or two representatives of the county funding authority.
- The sheriff and the administrator of the county jail.

DESCRIPTION

The goals of this 3-day program are (1) build cooperation between the county funding authority and jail officials in addressing jail issues, (2) increase the funding authority’s awareness of the role and functions of the jail, and (3) increase the jail officials’ awareness of the funding authority’s role and the challenges it faces. The program includes topics such as liability issues for those who fund and operate jails; the jail’s role, functions, operational complexity, and resource issues; the role of the county funding authority; factors in deciding budget allocations among county functions; and strategies for ensuring a productive working relationship between the funding authority and jail officials.

APPLICATION REQUIREMENTS

Agencies interested in hosting this program should visit NIC’s website at www.nicic.gov/training to apply. Program dates will be jointly determined by the host agency and NIC. The host agency will assume specific responsibilities for the program.

See “Partnership Programs” (page 111) for logistical information.

CONTACT

Robbye Braxton-Mintz, Jails Division; toll-free telephone: 800–995–6423, ext. 44562, or 202–514–4562; e-mail: rbraxtonmintz@bop.gov.

TECHNICAL ASSISTANCE

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 Program” (page 91).

NIC RESOURCES

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.*
- *Managing Risk in Jails.*
- *Preventing Jail Crowding: A Practical Guide* (second edition).
- *Recruitment, Hiring, and Retention: Current Practices in U.S. Jails.*
- *Resource Guide for Jail Administrators.*
- *Sheriff’s Guide to Effective Jail Operations.*
- *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.*
- *Jail Resource Issues: What Every Funding Authority Needs To Know.*

To request copies, see “NIC Information Center” (page 85).

NIC E-LEARNING PROGRAMS (<http://nic.learn.com>)

- NIC Staffing Analysis for Jails.
- How to Collect Data.

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 National Institute of Corrections (NIC) Jails Division has developed training programs, technical assistance, and information to help jails better manage inmates.

TRAINING PROGRAM

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 42-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.
- Defining 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 an inmate behavior-management plan.

NATIONAL CORRECTIONS ACADEMY AURORA, CO

Dates: Aug. 22–28, 2010

Program: 10–J2301

Applications Due: May 21, 2010

PARTNERSHIP SITES*

Dates: TBD

Program: 10–J3401

Applications Due: Oct. 15, 2009

Dates: TBD

Program: 10–J3402

Applications Due: Jan. 15, 2010

*When an agency is selected, training dates will be negotiated between the assigned NIC and agency contacts.

APPLICATION REQUIREMENTS

To apply for this program, visit NIC’s website at www.nicic.gov/training. Supplemental materials may be required with your application. Check the website for specific requirements.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 103) for logistical information.

Agencies interested in hosting this program should visit NIC’s website at www.nicic.gov/training to apply. Program dates will be jointly determined by the host agency and NIC. The host agency will assume specific responsibilities for the program.

See “Partnership Programs” (page 111) for logistical information.

CONTACT

Fran Zandi, Jails Division; toll-free telephone: 800–995–6423, ext. 71070, or 202–307–1070; e-mail: fzandi@bop.gov.

TECHNICAL ASSISTANCE

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.

Interpersonal Communications in the Correctional Setting

NIC offers 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.

Direct Supervision

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 Program" (page 91).

NIC RESOURCES

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

- *Audits of Podular Direct-Supervision Jails.*
- *Direct Supervision Jails: 2006 Sourcebook.*
- *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 (Chapter 9: Inmate Behavior Management).*
- *Self-Audit Instrument for Administrators of Direct-Supervision Jails.*
- *Women in Jail: Classification Issues.*

To request copies, see "NIC Information Center" (page 85).

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 National Institute of Corrections (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. Executives and administrators in most jurisdictions will have the opportunity to plan only one jail during their careers. 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. 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 the early stages of the planning process will affect the remainder of the project.

Planning of New Institutions 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 in planning methods. This 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.

NATIONAL CORRECTIONS ACADEMY AURORA, CO

Dates: Feb. 21–26, 2010

Program: 10–J2101

Applications Due: Nov. 20, 2009

Dates: Aug. 22–27, 2010

Program: 10–J2102

Applications Due: May 21, 2010

APPLICATION REQUIREMENTS

To apply for this program, visit NIC’s website at www.nicic.gov/training.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 103) for logistical information.

CONTACT

Mike Jackson, Jails Division; toll-free telephone: 800–955–6423, ext. 69565, or 202–616–9565; e-mail: mpjackson@bop.gov.

NATIONAL CORRECTIONS ACADEMY AURORA, CO

Dates: June 6–11, 2010

Program: 10–J2104

Applications Due: Mar. 5, 2010

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 and include:

- The sheriff or jail administrator.
- The project manager.
- Other staff member assigned to the project (e.g., the transition team leader).

Successful applicants may or may not have hired an architect.

Agencies that participate in this program must have a firm commitment to the construction of a new facility and have funding for the project. They should be about to begin the design phase of the project and have completed or are completing a needs assessment and a feasibility study. Agencies that have completed the *Planning of New Institutions* training will be given priority for selection.

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

To apply for this program, visit NIC’s website at www.nicic.gov/training. Supplemental materials may be required with your application. Check the website for specific requirements.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 103) for logistical information.

CONTACT

Cheryl Paul, Jails Division; toll-free telephone: 800-955-6423, ext. 69590, or 202-616-9590; e-mail: cmpaul@bop.gov.

TECHNICAL ASSISTANCE

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 will be documented in a followup report.

Making the Transition to a New Jail

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 begin to 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; budgeting for transition; and development of an action plan 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 can help local officials and agency staff assigned to the project identify the critical tasks required to open the facility and develop an action plan to complete those tasks.

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 Program” (page 91).

NIC RESOURCES

PUBLICATIONS AND VIDEO RESOURCES

NIC makes the following resources 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).
- *Building Community Support for New Jail Construction.*
- *Facility Planning To Meet the Needs of Female Inmates.*
- *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.*
- *Jail Site Evaluation and Selection.*
- *Preventing Jail Crowding: A Practical Guide* (second edition).
- *Resource Manual for Transition to a New Jail.*
- *Staffing Analysis Workbook* (second edition).

To request copies, see “NIC Information Center” (page 85).

NIC E-LEARNING PROGRAM (<http://nic.learn.com>)

- NIC Staffing Analysis for Jails.

JAIL STANDARDS AND INSPECTIONS

TRAINING AND TECHNICAL ASSISTANCE

Jail standards and inspection agencies can be pivotal in improving jail facilities, management, and operations. The National Institute of Corrections (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. For more information and to apply for technical assistance, see "Technical Assistance Program" (page 91).

CONTACT

Jim T. Barbee, Jails Division; toll-free telephone: 800-995-6423, ext. 40100, or 202-514-0100; e-mail: jbarbee@bop.gov.

NIC RESOURCES

NIC has the following publications related to jail standards and inspections:

- *Jail Standards and Inspection Programs.*
- *Jail Inspection Basics: An Introductory Self-Study Course for Jail Inspectors* (second edition).
- *Jail Inspection Basics: Supervisor's Guide* (second edition).

PRISONS: PROGRAMS AND SERVICES

PRISONS: PROGRAMS AND SERVICES

Leadership and Management

Training Programs

- Executive Forum for Deputy Directors
- Executive Training for New Wardens

NIC Resources

Prison Management and Operations

Training Programs

- Conducting Prison Security Audits
- Management of Violent, High-Risk, and High-Security Inmates
- Emergency Preparedness for Corrections
- A “Systems Approach” for Workforce Performance
- Operational Practice in the Management of Women's Prisons

Technical Assistance

NIC Resources

Correctional Health Care

Technical Assistance

NIC Resources

LEADERSHIP AND MANAGEMENT

The National Institute of Corrections (NIC) encourages correctional agency administrators to review and select courses offered in *All Corrections Disciplines: Programs and Services* in 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 who have agency supervisory responsibility directly under the agency director for the wardens and the operation of the state's prisons.

Each state and identified prison jurisdiction will have the opportunity to send one participant. Additional slots may be made available to the same jurisdiction contingent upon special issue emphasis for the training. Correctional agencies use a variety of titles to designate comparable positions. "Deputy director" is the generic title that NIC uses to identify the individual at the level immediately under the director in the organizational structure who has the responsibility identified above.

DESCRIPTION

This 32-hour program provides an opportunity for deputy directors to examine and discuss critical issues affecting the management and leadership of a state prison system. A tour of one or more of the hosting state's correctional facilities is conducted as a component of the program.

APPLICATION REQUIREMENTS

To apply for this program, visit NIC's website at www.nicic.gov/training. Supplemental materials may be required with your application. Check the website for specific requirements.

See "NIC-Paid Training Beyond Aurora, Colorado" (page 107) for more information.

CONTACT

BeLinda P. Watson, Prisons Division; toll-free telephone: 800-995-6423, ext. 30483, or 202-353-0483; e-mail: bpwatson@bop.gov.

SAN DIEGO, CA

Dates: Oct. 5-9, 2009

Program: 10-P801

Applications Due: Aug. 3, 2009

ALL TRAINING PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program must apply online at www.nicic.gov/training.

Individuals interested in participating in a program at the National Corrections Academy in Aurora, Colorado, or in an NIC paid program beyond Aurora, Colorado, must apply online at www.nicic.gov/training.

**NATIONAL CORRECTIONS
ACADEMY
AURORA, CO**

Dates: Oct. 25–30, 2009

Program: 10–P2501

Applications Due: July 24, 2009

Dates: Apr. 11–16, 2010

Program: 10–P2502

Applications Due: Jan. 11, 2010

Executive Training for New Wardens

WHO SHOULD ATTEND

Wardens/superintendents of state and federal prisons who were appointed within the past 12 to 18 months.

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.

APPLICATION REQUIREMENTS

To apply for this program, visit NIC’s website at www.nicic.gov/training. Supplemental materials may be required with your application. Check the website for specific requirements.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 103) for logistical information.

CONTACT

Evelyn Bush, Prisons Division; toll-free telephone: 800–995–6423, ext. 40376, or 202–514–0376; e-mail: e1bush@bop.gov.

NIC RESOURCES

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

- *Correctional Leadership Competencies for the 21st Century: Executive and Senior Levels.*
- *Correctional Leadership Competencies for the 21st Century: Manager and Supervisor Levels.*

To request copies, see “NIC Information Center” (page 85).

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 who are accountable for managing security operations should attend (i.e., deputy/regional directors of operations/institutions, wardens, superintendents, institutional administrators, majors, captains, lieutenants, and security administrators).

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

To apply for this program, visit NIC's website at www.nicic.gov/training. Supplemental materials may be required with your application. Check the website for specific requirements.

See "NIC-Paid Training Beyond Aurora, Colorado" (page 107) for more information.

CONTACT

Rob Jeffreys, Prisons Division; toll-free telephone: 800-995-6423, ext. 71947, or 202-307-1947; e-mail: rjeffreys@bop.gov.

SITES TO BE DETERMINED

Dates: Mar. 14-19, 2010

Program: 10-P3201

Applications Due: Dec. 14, 2009

Dates: June 13-18, 2010

Program: 10-P3202

Applications Due: Mar. 15, 2010

Dates: Sept. 12-17, 2010

Program: 10-P3203

Applications Due: June 11, 2010

SITE TO BE DETERMINED**Dates:** Apr. 11–16, 2010**Program:** 10–P3601**Applications Due:** Jan. 11, 2010

Management of Violent, High-Risk, and High-Security Inmates

WHO SHOULD ATTEND

Correctional administrators, wardens, superintendents, program and security managers, unit managers, classification specialists, gang/intelligence coordinators, and mental health staff who are responsible for planning and programming for or custody of high-risk or high-security inmates. Three-person teams designated by the director in writing will be given priority.

DESCRIPTION

This 36-hour training program focuses on issues surrounding supervision of violent offenders who are under the control and jurisdiction of departments of corrections throughout the country. The program explores fundamental issues in programs that attempt to reintegrate violent offenders back into general populations instead of releasing them directly from maximum confinement back to the community. The program also addresses legal issues surrounding high-security confinement, gang management, prison culture and climate, and classification of high-risk offenders.

States that have a high-security or maximum-security facility may apply to host the program. The ideal maximum-security site for the program has a mental health treatment component, a gang management system, and reentry components for returning inmates to general population and/or the community.

APPLICATION REQUIREMENTS

To apply for this program, visit NIC's website at www.nicic.gov/training.

See "NIC-Paid Training Beyond Aurora, Colorado" (page 107) for more information.

CONTACT

Rob Jeffreys, Prisons Division; toll-free telephone: 800–995–6423, ext. 71947, or 202–307–1947; e-mail: rjeffreys@bop.gov.

Emergency Preparedness for Corrections

WHO SHOULD ATTEND

Correctional central office staff with oversight for emergency preparedness, regional administrators/directors with oversight for emergency preparedness, wardens/superintendents, deputy/assistant wardens, chiefs of security for institutions, critical incident managers/coordinators, and deputy directors.

DESCRIPTION

This 36-hour training program is designed for two-person teams and is hosted by a selected state correctional agency. The program will concentrate on the methods, practices, and procedures needed to effectively manage small-scale through large-scale emergencies through the Incident Command System for Corrections (ICSC); it will adhere to the requirements of the National Incident Management System (NIMS).

The ICSC program will provide the practical methodology for implementing the NIMS model at the institutional level, which is designed to seamlessly transition from ICSC into NIMS. The program will deliver information on ICSC through a variety of challenging and educational activities. These activities will include module training on ICSC, observations of an ICSC exercise in a correctional setting, and participation in a corrections-based simulation in a command post setting.

APPLICATION REQUIREMENTS

To apply for this program, visit NIC's website at www.nicic.gov/training.

See "NIC-Paid Training Beyond Aurora, Colorado" (page 107) for more information.

CONTACT

Rob Jeffreys, Prisons Division; toll-free telephone: 800-995-6423, ext. 71947, or 202-307-1947; e-mail: rjeffreys@bop.gov.

SITE TO BE DETERMINED

Dates: May 16–21, 2010

Program: 10-P2601

Applications Due: Feb. 13, 2010

PARTNERSHIP SITES***Dates:** TBD**Program:** 10–P4201**Applications Due:** Mar. 16, 2010**Dates:** TBD**Program:** 10–P4202**Applications Due:** May 21, 2010

*When an agency is selected, training dates will be negotiated between the assigned NIC and agency contacts.

A “Systems Approach” for Workforce Performance

WHO SHOULD ATTEND

Agency executive staff, including the director, deputy/assistant directors, regional directors and program administrators, wardens/superintendents, and designated program and security managers from a selected correctional agency who are responsible for agencywide operations and programs.

DESCRIPTION

This 36-hour “agency exclusive” strategy development program will focus on the concept of agency management and operations as a systemic and collaborative effort of all stakeholders in addressing policies, procedures, and practices in their correctional system. It will include updated and contemporary elements essential for managing an agency in an increasingly challenging and budget-conscious environment. It will reveal and promote evidence-based practice that results in both short-term offender management and long-term public safety. The program includes modules on organizational change and building an environment of collaboration. The objective is to provide management teams with the tools and techniques necessary for coordinating their operations and to demonstrate a systemic approach in developing, maintaining, and evaluating those services and operations for efficiency and effectiveness.

The program can accommodate up to 30 participants identified by the host agency. The agency should be able to provide onsite meeting space for both the main sessions and breakout sessions. NIC will provide the facilitators and materials.

APPLICATION REQUIREMENTS

Agencies interested in hosting this program should visit NIC’s website at www.nicic.gov/training to apply.

See “Partnership Programs” (page 111) for logistical information.

CONTACT

Michael Dooley, Prisons Division; toll-free telephone: 800–995–6423, ext. 70149, or 202–307–0149; e-mail: mdooley@bop.gov.

Operational Practice in the Management of Women's Prisons

DESCRIPTION

This program explores issues that are key to policy development and operational practice in the management of women's prisons.

Three technical assistance awards will be given to conduct a state-based program that allows for attendance by participants from all parts of the agency (central office and the field) who influence and/or work with the population of women offenders. Using the NIC curriculum as a template, selections will be made from states already participating in an NIC initiative or involved in a significant transition. Categories to be considered are (1) a state involved with the Transition from Prison to Community initiative, (2) a state department of corrections involved in a developmental change (i.e., adopting the Gender Informed Risk-Needs Classification System of NIC Women Offender Case Management Model, (3) a state department of corrections involved in a transitional change (i.e., participation in the NIC program), and (4) an agency approach, a new mandate, or involvement in a mission change (i.e., facility conversion with specific agency areas of concern or interest addressed).

APPLICATION REQUIREMENTS

Agencies must submit a written request for a specific category; the request must include the need and desired outcome. Agencies interested in hosting this program should visit NIC's website at www.nicic.gov/training to apply. Program dates will be jointly determined by the host agency and NIC.

See "Partnership Programs" (page 111) for logistical information.

CONTACT

Evelyn Bush, Prisons Division; toll-free telephone: 800-995-6423, ext. 40376, or 202-514-0376; e-mail: e1bush@bop.gov.

TECHNICAL ASSISTANCE

Technical assistance is available in the areas of objective classification and offender assessment as it relates to all areas of corrections (e.g., jails, prisons, departments of corrections, community corrections facilities, pretrial services, and probation and parole). For more information and to apply for technical assistance, see "Technical Assistance Program" (page 91).

PARTNERSHIP SITES*

Dates: TBD

Program: 10-P3101

Applications Due: Nov. 2, 2009

Dates: TBD

Program: 10-P3102

Applications Due: Feb. 3, 2010

Dates: TBD

Program: 10-P3103

Applications Due: Apr. 12, 2010

*When an agency is selected, training dates will be negotiated between the assigned NIC and agency contacts.

NIC RESOURCES

NIC resources related to prison management and operations include the following. To request copies, see “NIC Information Center” (page 85). For more information and to apply for technical assistance, see “Technical Assistance Program” (page 91).

PUBLICATIONS

- *Building Culture Strategically: A Team Approach for Corrections.*
- *Classification of High-Risk and Special Management Prisoners: A National Assessment of Current Practices.*
- *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.*
- *Evidence-Based Practice: Principles for Enhancing Correctional Results in Prisons.*
- *Facility Planning To Meet the Needs of Female Offenders.*
- *Gender-Responsive Management and Practices Assessment.*
- *Gender-Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders.*
- *A Guide to Preparing for and Responding to Prison Emergencies.*
- *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.*
- *Releasing Inmates From Prisons: Profiles of State Practices, 2004.*
- *Revalidating External Prison Classification Systems: The Experience of Ten States.*
- *Special Issues in Corrections: Corrections-Based Services for Victims of Crime.*
- *Special Issues in Corrections: Staffing Analysis for Women’s Prisons and Special Prison Populations.*
- *Supermax Prisons and the Constitution: Liability Concerns in the Extended Control Unit.*
- *Women Offender Case Management Model.*

TRAINING RESOURCES

- “Correctional Health Care: Women Offenders.”
- “Critical Issues in Managing Women Offenders.”
- “Operational Practices in Managing Women’s Prisons.”
- “Women Offenders: Developing an Agency-Wide Approach.”
- “Workforce Development and Women Offenders” (e-learning course).

OTHER RESOURCES

- National directory of programs for women offenders (www.nicic.gov/WODP).
- Women offender discussion forum and blogs (go to www.nicic.gov/community and click on “women offenders”).
- NIC Web page (www.nicic.gov/womenoffenders).
- Gender-responsive assessment and classification (www.uc.edu/womenoffenders).

SATELLITE/INTERNET BROADCASTS

- “Children of Prisoners: Children of Promise,” 3-hour satellite/Internet broadcast held in June 2003 (DVD).
- “Classification of High-Risk Offenders,” satellite/Internet broadcast held in September 2004 (DVD).
- “Options for Managing Difficult Inmates,” 3-hour satellite/Internet broadcast held in 2001 (VHS or DVD).
- “Systemic Approaches to Emergency Preparedness Affecting Correctional Communities,” 3-hour satellite/Internet broadcast held in 2002 (VHS or DVD).

NIC E-LEARNING PROGRAM (<http://nic.learn.com>)

- Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions.

CORRECTIONAL HEALTH CARE

TECHNICAL ASSISTANCE

Technical assistance is available to help correctional agencies manage the health care of offenders in their custody. 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 Program” (page 91).

NIC RESOURCES

The following NIC resources related to correctional health care are available. To request copies, see “NIC Information Center” (page 85).

PUBLICATIONS

- *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.*

COMMUNITY CORRECTIONS: PROGRAMS AND SERVICES

COMMUNITY CORRECTIONS: PROGRAMS AND SERVICES

Executive Leadership and Management

Training Programs

Orientation for New Pretrial Executives

Orientation for New Probation and Parole Chief Executive Officers

Effective Offender Management in the Community

Technical Assistance

NIC Resources

Evidence-Based Decisionmaking in Local Criminal Justice Systems

Project Design

Technical Assistance

Comprehensive Framework and Services for Parole Authorities

Project Design

Training Program

Orientation for Parole Board Members

NIC Resources

EXECUTIVE LEADERSHIP AND MANAGEMENT

The National Institute of Corrections (NIC) encourages community corrections administrators to review and select training programs offered in *All Corrections Disciplines: Programs and Services* in this service plan as well as the executive orientation courses offered in this section.

TRAINING PROGRAMS

Orientation for New Pretrial Executives

WHO SHOULD ATTEND

Pretrial release agency professionals with decisionmaking responsibilities and who have a minimum of 1 year of experience in a high-level management position.

DESCRIPTION

This 40-hour program is designed to enhance the leadership capacity and promote sound pretrial release practices of pretrial professionals with decision-making responsibilities. The program incorporates the National Association of Pretrial Service Agencies (NAPSA) Pretrial Release Standards with cutting-edge organizational and leadership strategies.

The program will provide participants with a collaborative learning environment for addressing the practical challenges facing pretrial release executives every day. In addition, the program will focus on enhancing participants' knowledge and skills, strengthening networking among attendees and other pretrial professionals, and creating a learning and problem-solving environment through peer interaction and discussion between faculty and participants.

APPLICATION REQUIREMENTS

To apply for this program, visit NIC's website at www.nicic.gov/training. Supplemental materials may be required with your application. Check the website for specific requirements.

See "NIC-Paid Training Beyond Aurora, Colorado" (page 107) for more information.

CONTACT

Steve Austin, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40099, or 202-514-0099; fax: 202-307-3361; e-mail: slaustin@bop.gov.

NATIONAL CORRECTIONS ACADEMY AURORA, CO

Dates: Feb. 21–26, 2010

Program: 10–C3001

Applications Due: Nov. 20, 2009

Dates: Aug. 8–13, 2010

Program: 10–C3002

Applications Due: May 7, 2010

SEE ALSO . . .

www.nicic.gov/Pretrial for more information on pretrial services.

**SAM HOUSTON STATE UNIVERSITY
HUNTSVILLE, TX**

Dates: Feb. 14–19, 2010
Program: 10–C4001
Applications Due: Nov. 13, 2009

Dates: Sept. 26–Oct. 1, 2010
Program: 10–C4002
Applications Due: June 26, 2010

ALL TRAINING PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program must apply online at www.nicic.gov/training.

Individuals interested in participating in a program at the National Corrections Academy in Aurora, Colorado, or in an NIC paid program beyond Aurora, Colorado, must apply online at www.nicic.gov/training.

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 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, evidence-based implementation, 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

To apply for this program, visit NIC’s website at www.nicic.gov/training.

See “NIC-Paid Training Beyond Aurora, Colorado” (page 107) for more information.

CONTACT

Dot Faust, Community Corrections Division; toll-free telephone: 800–995–6423, ext. 43001, or 202–514–3001; fax: 202–307–3361; e-mail: dfaust@bop.gov.

EFFECTIVE OFFENDER MANAGEMENT IN THE COMMUNITY

Since the mid-1990s, the National Institute of Corrections (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 behavior change principles to applying the principles to case management, organizational development, and systemic collaboration.

TECHNICAL ASSISTANCE

Technical assistance is available in the areas of case management and program development related to changing offender behavior.

At the agency and system levels, assistance is available to facilitate the development of change-ready organizations and collaborative groups through assessment processes, strategic planning, outcome measurement, and total alignment of human resources, budget, and policy with research and data. For more information or to apply for technical assistance, see "Technical Assistance Program" (page 91).

CURRENT EFFORTS

For the past few years, NIC has been engaged with several state and county jurisdictions to fully implement evidence-based practices. Strategic planning, training, and organizational development activities have been ongoing and special emphasis has been placed on data collection and the measurement of risk reduction indicators.

These efforts to apply both organizational and offender-based research toward the achievement of better public safety results in the community will continue through fiscal year 2010. Regional efforts are planned for southern California and other contiguous geographic areas, cities, or counties that are committed to moving through the organizational and collaborative development work and maintaining the forward momentum to continually improve over time. The research on organizational development and changes in offender behavior will continue to be at the core of these initiatives, along with the best knowledge on stakeholder collaboration and supportive involvement of treatment providers and the larger community.

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 related implementation tools are available on NIC's website (www.nicic.gov).
- NIC's Learning Center offers Program Planning and Design, which relates to effective intervention implementation issues. NIC's Evidence-Based Practices for Supervisors is another Web-based specialized correctional topic. For additional information, visit NIC's Learning Center at <http://nic.learn.com>.

CONTACT

Dot Faust, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 43001, or 202-514-3001; e-mail: dfaust@bop.gov.

NIC RESOURCES

NIC resources related to evidence-based principles, practices, and effective offender management include the following. To request copies, see "NIC Information Center" (page 85).

- *Cognitive-Behavioral Treatment: A Review and Discussion for Corrections Professionals.*
- *Getting It Right: Collaborative Problem Solving for Criminal Justice.*
- *Motivating Offenders to Change: A Guide for Probation and Parole.*
- *Tools of the Trade: A Guide to Incorporating Science Into Practice.*
- "Thinking for a Change" (T4C). (Training resource. Revised edition will be available in early fiscal year 2010.)

MANAGING OFFENDERS IN THE COMMUNITY

- *Implementing Effective Correctional Management of Offenders in the Community: Implementation Checklist.*
- *Implementing Effective Correctional Management of Offenders in the Community: The Likert Survey.*
- *Implementing Effective Correctional Management of Offenders in the Community: Outcome and Process Measures.*
- *Implementing Evidence-Based Practice in Community Corrections Quality Assurance Manual.*
- *Intermediate Measures Database Handbook and Instruction Manual.*
- "Implementing Effective Correctional Management of Offenders in the Community," 3-hour satellite/Internet broadcast held in February 2004 (VHS or DVD).

NIC RISK REDUCTION CORE PAPERS

- *Implementing Effective Correctional Management of Offenders in the Community: An Integrated Model.*
- *Implementing Evidence-Based Practice in Community Corrections: Collaboration for Systemic 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.*
- *Evidence-Based Principles for Reducing Offender Risk (Box Set):*
 - *Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention.*
 - *Effective Clinical Practices in Treating Clients in the Criminal Justice System.*
 - *Legal and Evidence-Based Practices: Applications of Legal Principles, Laws, and Research to the Field of Pretrial Services.*
 - *Evidence-Based Practice to Reduce Recidivism: Implications for State Judiciaries.*
 - *Using Research to Promote Public Safety: A Prosecutor's Primer on Evidence-Based Practice.*
 - *Evidence-Based Practices and Criminal Defense: Opportunities, Challenges, and Practical Considerations.*
 - *Our System of Corrections: Do Jails Play a Role in Improving Offender Outcomes?*
 - *Evidence-Based Practice: Principles for Enhancing Correctional Results in Prisons.*

EVIDENCE-BASED DECISIONMAKING IN LOCAL CRIMINAL JUSTICE SYSTEMS

Since the early 1990s, the National Institute of Corrections (NIC) has promoted evidence-based practices through training, information sharing, and technical assistance. Evidence-based practices simply use the best bodies of knowledge available for decisionmaking at the system, organization, staff, and defendant/offender levels. NIC also has a long history of developing strategies and tools for local system change at the policy level. Its efforts have employed criminal justice teams to address jail crowding, probation and parole violations, transition from prison and jail to the community, and the design of a more effective array of criminal sanctions. Building on these two streams of experience, this program (1) developed the framework and tools for working at the individual case and system levels to reduce pretrial misconduct and the postconviction risk of re-offending and (2) provided technical assistance to jurisdictions currently promoting evidence-based decisionmaking.

PROJECT DESIGN

During fiscal year 2009, NIC completed an 18-month design phase for a major project on evidence-based decisionmaking in local criminal justice systems. The overall goal of the project is to establish and test articulated linkages (information tools and protocols) between local criminal justice decisions and the application of human and organizational change principles (evidence-based practices) to achieve measurable reduction of pretrial misconduct and postconviction risk of re-offending. The unique focus of the initiative is that strategies of criminal justice officials are developed locally to guide practice within existing sentencing statutes and rules.

The initiative intends to (1) improve the quality of information that leads to making individual case decisions in local systems and (2) engage these systems as policymaking bodies to collectively improve the effectiveness and capacity of the decision processes related to pretrial release/sentencing options. The local officials include judges; prosecutors; public defenders; court administrators; police; human-service providers; county executives and legislators; and administrators of jail, probation, and pretrial service agencies.

Local criminal justice decisions are defined broadly to include dispositions regarding:

- Pretrial release or detention and the setting of bail and pretrial release conditions.
- Pretrial diversion or postplea diversion sentences.
- Charging and plea bargaining.

- Sentencing of adjudicated offenders regarding use of community and custody options, mitigation, or reduction of sentences.
- Responses to violations of conditions of pretrial release and community sentences.

Four partner organizations operating under a single cooperative-agreement award worked closely with the project’s National Advisory Committee of key stakeholders and NIC to develop the conceptual framework and supporting materials for local jurisdictions to achieve project goals.

Five products resulted from the design phase:

- Project principles and framework for aligning criminal justice decisions with evidence-based practice on the reduction of pretrial misconduct and postconviction offending, and for justice system improvement and accountability.
- Strategies for engaging and communicating with various internal and external stakeholder groups.
- Educational and training tools (multimedia) including role-specific scenarios, practical application vignettes, and Q-and-A documents to facilitate issues clarification and advocacy positions for various system participants and politically active stakeholders.
- Site selection criteria and methodology for identifying local pilot sites for the demonstration phase.
- Process and outcome evaluation design for the project.

During fiscal year 2010, NIC will select at least two local jurisdictions in which to field test the framework produced in fiscal year 2009.

TECHNICAL ASSISTANCE

NIC will continue to provide responsive technical assistance on evidence-based decisionmaking in local justice systems to interested state and local agencies. For more information and to apply for technical assistance, see “Technical Assistance Program” (page 91).

CONTACT

Steve Austin, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40099, or 202-514-0099; e-mail slaustin@bop.gov.

COMPREHENSIVE FRAMEWORK AND SERVICES FOR PAROLE AUTHORITIES

This initiative will lead to a future of well-trained parole board members and executive staff by using evidence-based practices within agencies that have sufficient staff and other resources to effectively support the release of offenders and, when necessary, confront violations and revocation. It describes what appointing authorities and parole boards must do to improve the parole process while decreasing offender recidivism and increasing public safety. It provides an outline of how the National Institute of Corrections (NIC) will lead its implementation so that parole boards have the system components, organizational structure, and other resources to be a more vital part of the correctional system.

PROJECT DESIGN

In 2007, NIC convened a group of criminal justice professionals to determine the components of a highly effective parole authority through use of evidence-based knowledge. The group participated in three 2-day meetings and developed the Comprehensive Framework and Services for Parole Authorities.

In 2008 and 2009, NIC:

- Distributed the Comprehensive Framework and Services for Parole Authorities document, now adopted by the Association of Paroling Authorities International as a vision for parole in the United States.
- Provided responsive technical assistance consistent with its recommendations.
- Initiated an identification of core competencies for staff and board members.
- Designed and developed training for parole board members and staff based on program recommendations.
- Identified, prioritized, and developed core papers to support the functions of parole authorities.

In addition to continuing the activities, in 2010 NIC will:

- Promote evidence-based practices in parole authorities by assisting in the formulation or review of agency vision, mission, and goal statements relative to evidence-based principles, organizational development, and inter/intra-agency collaboration.

- Assist parole boards in identifying how bodies of knowledge would deliberately inform decisions they are authorized and called upon to make, including:
 - Parole decisionmaking and guidelines.
 - Validation or revalidation of parole risk instruments (release or supervision).
 - Setting conditions of parole.
 - Parole violation and revocation procedures and guidelines.
 - System issues relative to the parole process such as parole video hearings or data collection and management.

CONTACT

Cathy Waller-Borovac, Community Corrections Division, toll-free telephone: 800-995-6423, ext. 40058, or 202-514-0058; e-mail: cwallerborovac@bop.gov.

TRAINING PROGRAM

**NATIONAL CORRECTIONS
ACADEMY
AURORA, CO**

Dates: July 25–28, 2010
Program: 10–C4501
Applications Due: Apr. 25, 2010

Orientation for Parole Board Members

A 2½-day training program for parole board members is under development. Visit NIC’s website (www.nicic.gov) after January 1, 2010, for the program description.

APPLICATION REQUIREMENTS

To apply for this program, visit NIC’s website at www.nicic.gov/training.

CONTACT

Cathy Waller-Borovac, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40058, or 202-514-0058; e-mail: cwallerborovac@bop.gov.

NIC RESOURCES

NIC resources related to management and operations in community corrections include the following. To request copies, see “NIC Information Center” (page 85).

PUBLICATIONS

- *Future Force: A Guide to Building the 21st Century Community Corrections Workforce.*
- *Getting It Right: Collaborative Problem Solving for Criminal Justice.*
- *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.*
- *Policy-Driven Responses to Probation and Parole Violations.*
- *Responding to Parole & Probation Violations: A Handbook to Guide Local Policy Development.*
- *Staff Safety: New Approaches to Staff Safety.*
- *Tools of the Trade: A Guide to Incorporating Science Into Practice.*

TOPICS IN COMMUNITY CORRECTIONS

- *Effectively Managing Violations and Revocations, 2006.*
- *Developing Tomorrow's Leaders and Managers, 2005.*
- *Assessment Issues for Managers, 2004.*
- *Offender Assessment, 2003.*
- *Responding to Budget Cuts—Focusing on What's Critical, 2002.*
- *Collaboration—An Essential Strategy, 2001.*
- *Responding to Women Offenders in the Community, 2000.*

SATELLITE/INTERNET BROADCASTS

- “Transition From Prison to Community: Making It Work,” 3-hour satellite/Internet broadcast held on September 28, 2005 (DVD).
- “Future Force: Building a 21st Century Community Corrections Workforce,” 3-hour satellite/Internet broadcast held on August 3, 2005 (DVD).
- “Community Supervision: Using a Strength-Based, Family-Focused Approach,” 3-hour satellite/Internet broadcast held March 16, 2005 (DVD).
- “Implementing Effective Correctional Management of Offenders in the Community,” 3-hour satellite/Internet broadcast held on February 25, 2004 (DVD).

WEB PAGE

- Parole Violations Revisited: A Site To Help Strengthen Parole Practices for Public Safety and Successful Transition to the Community (www.paroleviolationsrevisited.org).

NIC LEARNING CENTER

NIC LEARNING CENTER

NIC's Specialized Correctional Topics

Enrollment Eligibility

New Programs in the NIC Learning Center

Additional Information

NIC LEARNING CENTER

<http://nic.learn.com>

The National Institute of Corrections (NIC) officially launched its Learning Center on November 1, 2004. Since then, more than 13,000 corrections professionals have enrolled in Web-based courses using the NIC Learning Center.

To date, participants in NIC's e-Learning courses have maintained a completion rate of just over 30 percent, which aligns favorably with national completion averages.

The NIC 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. New this year, training and services in the NIC Learning Center have been expanded in two important ways. NIC offers:

1. Online registration for traditional classroom training programs (instructor-led training or ILT). There is no more need for a paper copy of your registration applications. Everything involved in the application process must be done via the Internet.
2. Live online training programs (virtual instructor-led training or VILT). These programs are offered online with live instructors and allow the participants to join in from disparate geographical locations. Currently the following programs are available:
 - Workplace Learning and Staff Performance Enhancement in Corrections—Critical Issues.
 - Using E Strategies To Reach Our Young Adult Workforce.
 - From Face-to-Face to Blended Staff Performance Enhancement.
 - How To Turn a Competency Model Into Development Opportunities for Staff.
 - Harnessing the Power of E for Staff Performance Enhancement.
 - Designing E Strategies—Are Your Agency and Staff Ready?

The NIC Learning Center continues to offer a professional skills library of approximately 200 Web-based courses (or e-Learning). Courses in the professional skills library are available only through the Internet. Web-based

training (WBT) is self-paced, easily accessible, and cost effective. The intent of the professional skills library is to provide consistent, high-quality leadership and management training resources that are effective and meaningful for overall staff development. The courses are separated into four categories for staff performance enhancement—supervisor, manager, senior, and executive—and are designed to assist people throughout the organization.

NIC'S SPECIALIZED CORRECTIONAL TOPICS

The NIC Learning Center also offers numerous WBT courses on an array of specialized correctional topics. These WBT courses are available online; however, many are also available on CD/DVD. To request one of NIC's custom-developed courses on CD/DVD, contact the NIC Information Center toll-free at 800-877-1461. NIC's custom-developed courses include the following:

- **Career Development Theory and Its Application:** This course is designed for professionals who directly or indirectly assist offenders with job skills training or job/career counseling, placement, advancement, or retention.
The course discusses four major career development theories and how these theories apply to counseling offenders.
- **E-Learning: A Foundation for Correctional Trainers:** This course is designed for training administrators, coordinators, and trainers from all types of correctional agencies who are responsible for managing the development and delivery of their agencies' training. The course introduces participants to delivering training via the Internet using WBT or e-Learning.
- **Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions:** This course is designed for first-line supervisors, managers, and administrators in state, county, and municipal correctional institutions. The course provides methods, concepts, and procedures to evaluate a department, facility, or institution's readiness and preparation for a large-scale crisis or emergency. The course provides an additional focus on a closely related but separate area: counterterrorism strategies for prisons and jails.
- **Evidence-Based Practices for Supervisors:** This course is designed for first-line supervisors who are responsible for line staff or for line officers whose daily responsibilities require direct interaction with offenders. The course incorporates evidence-based practices, organizational development, and collaborative strategies for supervising offenders in the institution and the community.

- **How To Collect and Analyze Data:** This program is for individuals in policy-making roles in corrections; however, middle managers and supervisors will also find it helpful. Its concepts and content also apply to community corrections facilities, juvenile detention facilities, and other institutions. It will also be beneficial to people outside the jail who are involved in the collection and analysis of jail data and should be helpful to anyone who has to gather information about jail problems, policies, and practices. *How To Collect and Analyze Data* addresses both ongoing and special-issue data collections in local jails.
- **How To Develop Effective Performance Objectives:** This course is designed for correctional trainers whose responsibilities include the design and development of lesson plans and curricula. The course takes the trainer on a journey through the challenging process of developing performance objectives that extend learning from the classroom to the workplace.
- **Leadership in Times of Critical Incidents:** This course is designed for senior-level leaders and executives from juvenile corrections, detention, community corrections, and reentry/continuing care organizations who are charged with leading in times of critical incidents. Participants will explore the Full Range Leadership strategy and its applications to planning, responding, and learning from critical incidents, as well the challenges presented by transformational change.
- **NIC Staffing Analysis for Jails:** This course is designed to teach jail administrators how to determine their staffing needs systematically and in a way that is easily understood. Participants 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.
- **Program Planning and Design:** This course is designed for 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. The course builds on the concept that deliberate planning is essential for reducing recidivism and meeting program goals and focuses on translating the principles of evidence-based practice into an effective program design.
- **The Role of the Correctional Leader/Manager:** This course is designed for middle managers working in all corrections disciplines who manage the functions and operations of a particular work unit within their agency. The course analyzes the distinction between the concepts of management and leadership, with particular focus on political, economic, social, and technological changes. Participants will brainstorm and come to consensus on the leader/manager roles needed today and in the future.

- **Transition from Prison to the Community:** In 2005, roughly 700,000 offenders were released from state and federal prisons and returned to communities nationwide. Within 2 years, roughly half had been rearrested for a crime. Within 3 years, more than half had been returned to prison. The costs of this phenomenon—both in terms of new crime victims and in terms of criminal justice system costs—are massive. Responding to the challenges of the reentry phenomenon, NIC initiated its TPC Initiative to provide assistance to states as they undertake efforts to improve community safety through successful transition.
- **Transformational Change: Theory and Practice:** This course is designed for correctional administrators and managers from all corrections disciplines who lead and manage the functions and operations of a particular corrections agency. The course focuses on the theory of organizational change and suggests practical tools for leading and managing change in the organization.
- **Workforce Development and Women Offenders:** This course is designed for individuals working or volunteering in prisons, jails, community corrections, community and faith-based organizations, U.S. Department of Labor One-Stops, and other government organizations such as the U.S. Department of Health and Human Services who are interested in workforce development issues specific to women offenders.
- **Your Role in Responding to Sexual Abuse:** This course is designed to enhance the skills of correctional professionals in responding to incidents and allegations of sexual abuse. The program provides a comprehensive overview of the federal Prison Rape Elimination Act (PREA) and is designed to increase understanding of the dynamics of sexual abuse among male inmates, female inmates, and between staff and inmates. As a participant, you will learn how to effectively and appropriately respond when you first learn of an allegation of sexual abuse that may have occurred in your correctional facility. The interactive nature of the “business cases” will enable you to practice and apply the skills you learn in a real-world scenario.

ENROLLMENT ELIGIBILITY

Except as noted in the course descriptions, 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.

NEW PROGRAMS IN THE NIC LEARNING CENTER

Moral Leadership and Development

AUDIENCE

This interactive course is designed for correctional administrators, supervisors, and managers from all disciplines who lead staff and manage the functions of a corrections agency.

DESCRIPTION

This course explores the various forms of moral and authentic leadership. It builds on the concept that authentic and moral leaders are highly motivated and perform leadership functions based on their core values and beliefs regardless of any social pressure to abandon those values. Participants will apply concepts of moral leadership to their current leadership practices and will learn processes to help them cultivate authentic followers.

COURSE OBJECTIVES

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

- Understand what it means to be an authentic leader.
- Learn how to be a leader of character when faced with moral dilemmas.
- Describe how making moral judgments, taking moral ownership, and having courage and confidence can be developed.
- Identify how leaders enhance followers' motivation and ability to sustain their own moral decisionmaking and behaviors without strict organizational controls.
- Identify ways in which leaders can establish and sustain a moral culture in their organization.

EXPECTED DURATION

1 hour

ENROLLMENT ELIGIBILITY

This curriculum is designed as a stand-alone e-Learning module. Enrollment is open to all correctional administrators, supervisors, and managers from all disciplines who lead staff and manage the functions of a corrections agency.

Power To Lead

AUDIENCE

This interactive course is designed for local, state, and federal correctional practitioners in senior-level positions from all disciplines.

DESCRIPTION

This course explores the positive role of power in relation to leadership. It provides a base for assessing your organizational power, offers suggestions for strategically developing your organizational power, and explores the potential for leaders to abuse power.

COURSE OBJECTIVES

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

- Identify the sources and bases of power.
- Identify problems created in the workplace from both external and internal sources.
- Identify how successfully managing problems creates value in the workplace.
- Differentiate between power-gain and power-loss situations.
- Recognize strengths, weaknesses, opportunities, and threats using the Strategic Power Inventory.
- Recognize the negative spiral created by the abuse of power.
- List soft and hard leadership tactics exercised to ensure compliance.

EXPECTED DURATION

1 hour

ENROLLMENT ELIGIBILITY

This program is designed for local, state, and federal correctional practitioners in senior-level positions from all disciplines.

Interpersonal Communications

AUDIENCE

This interactive, three-part course is designed for all levels of correctional staff who are concerned with improving the interpersonal climate in correctional institutions.

DESCRIPTION

This course is based on training programs that have been implemented in correctional systems for many years. The materials are derived from nearly three decades of research into the effectiveness of programs that help staff develop the interpersonal skills needed to communicate effectively with inmates and other corrections populations. This course both teaches interpersonal skills and provides opportunities to apply them; it is designed to help staff manage inmate populations.

COURSE OBJECTIVES

At the conclusion of **part one** of this course, participants will be able to:

- Describe how using good communication skills will enhance leadership, control, and professionalism when working with offenders.
- Describe the four “sizing up” skills.
- List and describe the three major components of positioning.
- Understand the “posturing” technique and its three components.
- Identify the four primary components of observing.
- Identify the four steps in listening.

At the conclusion of **part two** of this course, participants will be able to:

- Identify the two add-on skills and define their primary use in communication.
- Describe the two steps used to identify content.
- Describe the two steps used to identify feeling.
- Describe the two steps used to identify meaning.
- Describe the three steps used to ask questions.
- Identify the components of the “who, what, where, when, why, and how” method.

At the conclusion of **part three** of this course, participants will be able to:

- Explain how the three application skills are used to control and manage offender behavior.
- Describe the two steps used to handle requests.
- Differentiate between the “direct” format and the “mild” format in addressing offenders and discuss the advantages and disadvantages of both formats.
- Define the relationship between interpersonal communication skills and administering consequences and rewards.
- Recognize the important verbal and nonverbal methods of managing offender behavior.
- Explain how antisocial patterns of thinking lead to antisocial and disruptive behavior.
- Explain the four basic skill strategies in the Cognitive-Based Communication Model.

EXPECTED DURATION

3 hours (1 hour per part)

ENROLLMENT ELIGIBILITY

This course is designed to be taken in three parts. Enrollment is open to correctional staff of all disciplines but is of particular interest to those staff who work directly with offenders.

ADDITIONAL INFORMATION

Visit the NIC website 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 website at <http://nic.learn.com>. Please visit the NIC Learning Center for additional information about self-study training, e-Learning course system requirements, course offerings, and enrollment eligibility.

INFORMATION SERVICES

INFORMATION SERVICES

NIC Information Center

How To Request Information

NIC Online

NIC INFORMATION CENTER

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 at no charge 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.

HOW TO REQUEST INFORMATION

Contact the NIC Information Center directly or visit the website at www.nicic.gov to request personal resource assistance or to obtain copies of specific NIC publications and other resources.

The NIC website highlights downloadable publications, features a database of more than 4,000 Web-accessible resources, and describes Information Center services. The website also provides access to corrections links, compiled resources

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 include all overheads, videotapes, exercises, and other relevant materials. Electronic formats are strongly preferred.

If the curriculums or other materials are copyrighted, a statement of copyright release that authorizes duplication and dissemination of the material must be included.

on key research topics in corrections, and the NIC Corrections Exchange, an e-mail discussion group on corrections issues.

NIC Information Center

791 Chambers Road

Aurora, CO 80011

Telephone: 303-365-4450

Toll-free: 800-877-1461

Fax: 303-365-4456

Web address: *www.nicic.gov*

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

NIC ONLINE

For the latest information about the National Institute of Corrections (NIC) program opportunities, technical assistance, and resources, visit the NIC website at www.nicic.gov. The NIC website 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 site enable visitors to view both live and previously broadcast NIC programs.

Website users can find information on special NIC initiatives and assistance opportunities. The website 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 website 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.

CORRECTIONS COMMUNITY (<http://nicic.gov/Community>)

NIC Online also supports practitioner networking through its online Corrections Community, a place where corrections professionals can interact and collaborate. NIC’s online corrections community offers current corrections and criminal justice news and discussion forums on pressing topics in corrections.

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

www.nicic.gov

TECHNICAL ASSISTANCE PROGRAM

TECHNICAL ASSISTANCE PROGRAM

Who Should Apply

Description

NIC Review

Application Requirements

Where To Apply

TECHNICAL ASSISTANCE PROGRAM

www.nicic.gov/TA

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 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 3–5 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.

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 Technical Assistance Program is administered by each of its divisions—Jails, Community Corrections, Prisons, Administration, the Academy, and Transition and Offender Workforce Development.

To request technical assistance specifically related to jails, 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
Room 5007
Washington, DC 20534
Phone: 800-995-6423
Fax: 202-307-3361

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

National Institute of Corrections

791 Chambers Road
Aurora, CO 80011
Phone: 800-995-6429
Fax: 303-365-4455

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

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

Approximately 90 Days After the Broadcast

SATELLITE/INTERNET BROADCASTS

www.nicic.gov/Broadcasts

The National Institute of Corrections (NIC) satellite/Internet broadcasts offer video learning and training opportunities for panelists and participants to address current and pressing topics in corrections. 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.

NIC offers 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.
- **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.
 - 24-hour broadcasts consist of 12 hours of broadcast time and 12 hours of onsite classroom activities spread over 3 days.
 - 32-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 are CLOSED CAPTIONED for the hearing impaired.**

Topics, dates, and times are posted throughout the year on the NIC website (www.nicic.gov/Broadcasts). Please visit NIC's website regularly for up-to-date information on its satellite/Internet broadcasts and other training programs.

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.

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 2009, digital KU-band transponders will be used. After June 2009, there will not be any analog signal throughout the United States. 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. 4419, or 303-365-4419, or e-mail him at ewolahan@bop.gov to locate a satellite downlink site 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 website at www.nicic.gov/Broadcasts.

SITE COORDINATOR'S/FACILITATOR'S ROLE

REGISTER YOUR SITE

- For 3-hour satellite/Internet broadcasts, complete a registration form online at www.nicic.gov/Broadcasts. By registering as a site, you are agreeing to coordinate all matters related to the 3-hour broadcast. Download the Site Coordinator's Guide for information on how to view both satellite and Internet programs.
- For 24- to 32-hour satellite/Internet training broadcasts, complete a registration form online at www.nicic.gov/Broadcasts. By registering as a site, you are agreeing to coordinate all matters related to the 24- to 32-hour satellite/Internet broadcast. Download the Site Coordinator's Guide for information on how to view both satellite and Internet programs.

SECURE A 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 (toll-free telephone: 800-877-1461).

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 website at www.nicic.gov/Broadcasts.
- 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.gov.
- 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**

For 3-hour satellite/Internet broadcasts, complete a registration form online at www.nicic.gov/Broadcasts. By registering as a site, you are agreeing to coordinate all matters related to the 3-hour broadcast.

24- TO 32-HOUR TRAINING BROADCASTS

For 24- to 32-hour satellite/Internet training broadcasts, complete a registration form online at www.nicic.gov/Broadcasts. By registering as a site, you are agreeing to coordinate all matters related to the 24- to 32-hour satellite/Internet broadcast.

INDIVIDUALS

Individuals interested in participating in a satellite/Internet broadcast should periodically check the NIC website (www.nicic.gov/Broadcasts) for a list of sites and application instructions.

APPROXIMATELY 90 DAYS AFTER THE BROADCAST

Many of NIC's satellite/Internet broadcasts are available for immediate viewing online through the NIC website at www.nicic.gov/Broadcasts. NIC's satellite/Internet broadcasts are also available free of charge in DVD format approximately 90 days after the program has aired by contacting the NIC Information Center toll free at 800-877-1461.

NIC TRAINING PROGRAMS AT THE
NATIONAL CORRECTIONS ACADEMY
IN AURORA, COLORADO

NIC TRAINING PROGRAMS AT THE NATIONAL CORRECTIONS ACADEMY IN AURORA, COLORADO

Costs and Logistics

Application Requirements

Cancellations

National Corrections Academy Programs in Aurora, Colorado: Calendar

NIC TRAINING PROGRAMS AT THE NATIONAL CORRECTIONS ACADEMY IN AURORA, COLORADO

As with all National Institute of Corrections (NIC) training, programs held at the National Corrections Academy in Aurora, 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 National Corrections Academy in Aurora, Colorado. To further facilitate this interaction, participants must reside at a local hotel for the duration of the program, regardless of the proximity of their homes to the training site. Check the NIC website for new and updated information on lodging in the Aurora, Colorado, area.

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 single rooms), and meals (breakfast and supper). Participants are responsible for the cost of their midday meal (lunch). Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at government rates.

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.

APPLICATION REQUIREMENTS

Individuals interested in participating in a program at the National Corrections Academy in Aurora, Colorado, or an NIC-paid program beyond Aurora, Colorado, should visit NIC’s website at www.nicic.gov/training for application instructions and must submit the supplemental information (if any) requested in the program description.

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.

NATIONAL CORRECTIONS ACADEMY PROGRAMS IN AURORA, COLORADO: CALENDAR													
Page	Training Program	2009			2010								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
3	Executive Excellence								2-14				
4	Correctional Leadership Development										20-30		
TRAINING FOR JAILS													
29	Administering the Small Jail	25-30							25-30				
30	Jail Administration												19-24
35	Inmate Behavior Management											22-28	
39	Planning of New Institutions: Taking Control of the Planning Process					21-26						22-27	
40	Managing Jail Design and Construction									6-11			
TRAINING FOR PRISONS													
48	Executive Training for New Wardens	25-30							11-16				
TRAINING FOR COMMUNITY CORRECTIONS													
61	Orientation for New Pretrial Executives					21-26						8-13	
70	Orientation for Parole Board Members										25-28		

NIC-PAID TRAINING BEYOND
AURORA, COLORADO

NIC-PAID TRAINING BEYOND AURORA, COLORADO

Costs and Logistics

Application Requirements

Cancellations

NIC-Paid Training Beyond Aurora, Colorado: Calendar

NIC-PAID TRAINING BEYOND AURORA, COLORADO

As with all National Institute of Corrections (NIC) training, programs held in locations other than the National Corrections Academy in Aurora, 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 National Corrections Academy in Aurora, 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.

APPLICATION REQUIREMENTS

Individuals interested in participating in a program at the National Corrections Academy in Aurora, Colorado, or an NIC-paid program beyond Aurora, Colorado, should visit NIC's website at www.nicic.gov/training for application instructions and must submit the supplemental information (if any) requested in the program description.

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.

NIC-PAID TRAINING BEYOND AURORA, COLORADO: CALENDAR														
Page	Training Program	2009			2010									
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
TRAINING FOR ALL CORRECTIONS DISCIPLINES														
6	Correctional Leadership for Women						7-12			6-11				
TRAINING FOR PRISONS														
47	Executive Forum for Deputy Directors	5-9												
49	Conducting Prison Security Audits						14-19			13-18			12-17	
50	Management of Violent, High-Risk, and High-Security Inmates							11-16						
51	Emergency Preparedness for Corrections								16-21					
TRAINING FOR COMMUNITY CORRECTIONS														
62	Orientation for New Probation and Parole Chief Executive Officers						14-19						Sept. 26-Oct. 1	

PARTNERSHIP PROGRAMS

PARTNERSHIP PROGRAMS

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

Cancellations

Partnership Programs: Calendar

PARTNERSHIP PROGRAMS

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, curricula, 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 apply online at www.nicic.gov/training. 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.

CANCELLATIONS

NIC reserves the right to cancel training programs with reasonable notice to participants.

PARTNERSHIP PROGRAMS: CALENDAR														
		2009			2010									
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
TRAINING FOR ALL CORRECTIONS DISCIPLINES														
5	Correctional Leadership Development—Partnership Deliveries	Host sites recommend dates.												
6	Correctional Leadership for Women—Partnership Deliveries	Host sites recommend dates.												
7	Management Development for the Future (MDF)	Host sites recommend dates.												
17	Offender Workforce Development Specialist Partnership Training Program*				24–29	Feb. 28–Mar. 5	11–16					1–6	12–17	24–29
TRAINING FOR JAILS														
31	Jail Resource Management	Host sites recommend dates.												
32	Jail Resources: The Roles of the Sheriff and the Funding Authority	Host sites recommend dates.												
35	Inmate Behavior Management	Host sites recommend dates.												
TRAINING FOR PRISONS														
52	A “Systems Approach” for Workforce Performance	Host sites recommend dates.												
53	Operational Practice in the Management of Women’s Prisons	Host sites recommend 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.

U.S. Department of Justice
National Institute of Corrections

Washington, DC 20534

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