



# TECHNICAL ASSISTANCE, INFORMATION, AND TRAINING FOR ADULT CORRECTIONS



ALL CORRECTIONS DISCIPLINES • JAILS • PRISONS  
COMMUNITY CORRECTIONS

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National Institute of Corrections**  
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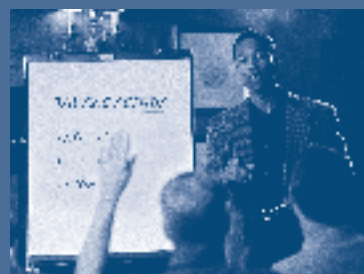
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# TECHNICAL ASSISTANCE, INFORMATION, AND TRAINING FOR ADULT CORRECTIONS



ALL CORRECTIONS DISCIPLINES JAILS PRISONS  
COMMUNITY CORRECTIONS

National Institute of Corrections  
*October 1, 2008–September 30, 2009*

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## ***NIC Mission Statement***

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

## ***NIC Vision Statement***

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

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

Dear Colleague:

The National Institute of Corrections (NIC) is proud to present its annual service plan for fiscal year 2009, which begins on October 1, 2008. 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.

Our goal is to 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. Updates to our training programs, satellite/Internet broadcasts, and technical assistance services are announced throughout the year on our website at [www.nicic.gov](http://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 2008

**This document is available on NIC's website at [www.nicic.gov](http://www.nicic.gov). It is also available on CD ROM. To request a CD ROM, please send an e-mail to [asknicic@nicic.gov](mailto:asknicic@nicic.gov).**

**NIC will announce updates on its website throughout the year.**

### **NOTICE**

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

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

Cooperative agreements are formally announced in the *Federal Register* and on Grants.gov ([www.grants.gov](http://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

320 First Street NW  
Washington, DC 20534  
Telephone: 202–307–3106  
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Fax: 202–307–3361  
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Morris L. Thigpen, Director

Thomas J. Beauclair, Deputy Director

George M. Keiser, Chief  
Community Corrections Division

Virginia A. Hutchinson, Chief  
Jails Division

John E. Moore, Chief  
Transition and Offender Workforce  
Development Division

BeLinda P. Watson, Chief  
Prisons Division

Christopher A. Innes, Ph.D., Chief  
Research and Evaluation Division

### Aurora, Colorado, Offices

791 Chambers Road  
Aurora, CO 80011  
Telephone: 303–365–4450  
Toll-free: 800–995–6429  
Fax: 303–365–4455  
Fax: 303–365–4457 (Registrar)

Robert M. Brown, Jr., Chief  
Academy Division

### 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](http://www.nicic.gov)  
E-mail address: [asknicic@nicic.gov](mailto:asknicic@nicic.gov)



ALL CORRECTIONS DISCIPLINES:  
PROGRAMS AND SERVICES

# ALL CORRECTIONS DISCIPLINES: PROGRAMS AND SERVICES

## **Leadership and Management**

### ***Training Programs***

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

## **Helping Agencies Build Capacity for Training**

### ***Regional Training Initiative***

### ***NIC Resources***

## **Offender Workforce Development**

### ***Training Program***

- Offender Workforce Development Specialist Partnership Training Program

### ***NIC Resources***

## **Women Offenders**

### ***Training Program***

- Operational Practice in the Management of Women's Prisons

### ***Technical Assistance***

- Improving Correctional Responses to Women Offenders

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

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

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

#### **NATIONAL CORRECTIONS ACADEMY AURORA, CO**

**Dates:** May 3–15, 2009

**Program:** 09–E1301

**Applications Due:** Feb. 4, 2009

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

**Agencies** interested in hosting a partnership program must submit Form B (page 117).

**Agencies** interested in hosting a satellite/Internet broadcast must apply online at [www.nicic.gov](http://www.nicic.gov).

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

**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 submit Form A (page 115) and the supplemental information requested in the program description.

**APPLICATION REQUIREMENTS**

Applicants must attach to Form A (page 115) a resume that describes their current responsibilities, an agency organization chart, and a statement of their need for this program and commitment to complete it.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 99) 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](mailto:rbrown@bop.gov).

**NATIONAL CORRECTIONS  
ACADEMY  
AURORA, CO**

**Dates:** Aug. 2-7, 2009

**Program:** 09-P3301

**Applications Due:** May 1, 2009

**Executive Leadership for Women****WHO SHOULD ATTEND**

Women who are senior correctional leaders in jails, prisons, and community corrections at or above a level comparable to jail administrator, warden/superintendent, or deputy director of probation, parole, and community corrections and who wish to become chief executives of correctional agencies. Only one applicant from an agency will be selected.

**DESCRIPTION**

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

**APPLICATION REQUIREMENTS**

Interested applicants must attach to Form A (page 115) a brief description of the responsibilities of their current position and their two most recently held positions and a statement of how this program will benefit them and their agency.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 99) for more information.

**CONTACT**

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



## Correctional Leadership Development

### WHO SHOULD ATTEND

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

### DESCRIPTION

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

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

### APPLICATION REQUIREMENTS

**Part I:** Applicants must attach to Form A (page 115) a current resume, an organization chart that clearly indicates their role in the agency, and a statement of their need and intended use of the new knowledge and skills that will be acquired in the program if they are selected.

**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 99) for logistical information.

### CONTACTS

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

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

**NATIONAL CORRECTIONS  
ACADEMY  
AURORA, CO**

**Dates:** July 14–24, 2009

**Program:** 09–M101

**Applications Due:** Apr. 14, 2009

**PARTNERSHIP SITES\*****Applications Due:**

Dec. 5, 2008–Apr. 1, 2009

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

## **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<sup>®</sup> developed by James Kouzes and Barry Posner and addresses five leadership practices: (1) challenging the process, (2) inspiring a shared vision, (3) enabling others to act, (4) modeling the way, and (5) encouraging the heart. A 360-degree feedback instrument assesses the participant's behavior against these five leadership practices. Other instruments, such as the Myers-Briggs Type Indicator<sup>®</sup>, the Profile of Organizational Influencing Strategies<sup>®</sup>, and the Multi-Factor Leadership Questionnaire for Teams<sup>®</sup> 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 FOR THE CORRECTIONAL LEADERSHIP DEVELOPMENT PARTNERSHIP PROGRAMS**

Agencies interested in this program must submit Form B (page 117) and attach a statement that indicates their commitment to participate in this program. 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.

### **CONTACTS**

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

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

## Correctional Leadership for Women

### 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. This “state model” program provides the opportunity for women from two or more different states to meet other professionals and expand their knowledge base in corrections by learning about other systems. The program supports personal goal setting with the use of an assessment instrument, experiential exercises, and personal coaching. Experienced correctional leaders and faculty will present current leadership topics.

### APPLICATION REQUIREMENTS

Agencies interested in participating in/hosting this state-based 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 state system to participate in the training. The letter may be sent by one participating agency with the signatures of all chief executives, or separate letters may be sent by each agency. Letters must include the benefits that the agencies believe they would receive from participating in/hosting the program.

**Note:** Classroom participants will be selected by their agencies.

See “NIC-Paid Training Beyond Aurora, Colorado” (page 105) for more information.

### CONTACT

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

### SITES TO BE DETERMINED

**Dates:** Mar. 22–27, 2009

**Program:** 09-P3303

**Applications Due:** Dec. 22, 2008

**Dates:** May 17–22, 2009

**Program:** 09-P3304

**Applications Due:** Feb. 17, 2009

**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.

**PARTNERSHIP SITES\*****Applications Due:**

Dec. 5, 2008–Apr. 1, 2009

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

## ***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 must submit Form B (page 117) and attach a letter of interest describing their organization's need and commitment to participate in this skills-based program, which totals approximately 120 hours over a 12- to 18-month period. 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*.

**CONTACTS**

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 4404, or 303-365-4404; e-mail: [mdooley@bop.gov](mailto:mdooley@bop.gov).

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

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

# HELPING AGENCIES BUILD CAPACITY FOR TRAINING

The National Institute of Corrections' (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](http://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 must submit Form C, Application for Regional Field Coordinator (page 119).

Information about Regional Training Initiative activities and resources is posted to NIC’s website. From the home page ([www.nicic.gov](http://www.nicic.gov)), follow the link under PROJECTS to the Regional Training Initiative. Events will also be announced through fliers, listserv postings, and other means.

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

### **CONTACT**

Leslie LeMaster, Academy Division; toll-free telephone: 800–995–6429, ext. 4411, or 303–365–4411; e-mail: [llemaster@bop.gov](mailto:llemaster@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 71).

### **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.





# 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) to encourage and support job training, placement, and retention programs by offering technical assistance, training, and information services to organizations that provide workforce development services for individuals with criminal records.

## TRAINING PROGRAM

### *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).
- 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.

#### **PARTNERSHIP SITES**

**Week 1 (09-T322):** Jan. 25–30, 2009

**Week 2 (09-T323):** Mar. 8–13, 2009

**Week 3 (09-T324):** Apr. 19–24, 2009

**Applications Due:** Sept. 26, 2008

#### **PARTNERSHIP SITES**

**Week 1 (09-T325):** Aug. 2–7, 2009

**Week 2 (09-T326):** Sept. 13–18, 2009

**Week 3 (10-T321):** Oct. 25–30, 2009

**Applications Due:** Apr. 2, 2009

**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](http://www.nicic.gov).

- 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](http://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](http://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](http://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](mailto: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](http://www.nicic.gov)) or the NCDA website ([www.ncda.org](http://www.ncda.org)). Paper copies may be obtained free of charge by calling the NIC Information Center toll free: 800-877-1461.

# WOMEN OFFENDERS

The National Institute of Corrections (NIC) remains committed to providing technical assistance in the area of women offenders to all constituent groups in adult corrections: jails, prisons, and community corrections, including pretrial defendants. In addition to the training program noted below, following are technical assistance opportunities designed to positively impact and improve outcomes for criminal justice systems and for women involved in the criminal justice system.

During this fiscal year, NIC plans to further enhance its strategy to work more effectively with women offenders and defendants through a variety of means. These include incorporating emerging research and practice, which are the underpinning of the principles of gender-responsive strategies for women involved in the criminal justice system; making changes and adaptations to current NIC offerings, including information learned from other NIC initiatives to better address this particular population; addressing barriers that inhibit policy, programs, and operations from working in the best interest of women as they move through the criminal justice continuum; and increasing the focus on establishing and measuring intermediate and ultimate outcomes.

Please check the NIC website regularly, because NIC will announce additional assistance opportunities specific to women offenders and defendants primarily through its website ([www.nicic.gov](http://www.nicic.gov)) as this fiscal year progresses.

## TRAINING PROGRAM

### ***Operational Practice in the Management of Women's Prisons***

This program explores issues that are key to policy development and operational practice in management of women's prisons. Wardens and senior operational supervisors and central office personnel with operational and/or administrative responsibility for women's prisons are encouraged to attend. See "Prison Management and Operations, Training Programs" (page 49).

**SITE TO BE DETERMINED**

**Dates:** Nov. 2–7, 2008

**Program:** 09–P3101

**Applications Due:** Aug. 2, 2008

## TECHNICAL ASSISTANCE

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

#### **WHO SHOULD APPLY**

Training and technical assistance offered by NIC have generally been designed to reach a broad range of policymakers who can influence policies and practices concerning women who come in contact with the criminal justice system. However, training and technical assistance are available for local jurisdictions to examine and improve their responses to this population as well. Criminal

justice agencies, which include courts, pretrial staff, jails, prisons, and community corrections interested in designing more effective policy and practices for women offenders, should apply.

Technical assistance is offered to address a broad range of issues that impact women offenders and defendants. Particular attention will be given to requests that are based on an identified need, require collaborative efforts, are systemic in nature, and are designed to improve outcomes for women offenders.

### **DESCRIPTION**

Women continue to come in contact with the criminal justice system at alarming rates. During 2006 the growth rate of women offenders was 4.5 percent compared to 2.7 percent for men. At the end of 2006 women represented 7.2 percent of all prison inmates, up from 6.7 percent in 2000.<sup>1</sup>

In looking at offense types at the end of 2004, 53 percent of the men were sentenced for violence versus 34 percent of women. However, women serving state prison sentences have higher levels of property (31 versus 20 percent) and drug offenses (29 versus 19 percent).<sup>2</sup>

Women were 24 percent of adults on probation in 2006, up from 21 percent in 1995. Likewise, at the end of 2004 women were about one out of every eight adults on parole (94,400) and represented 12 percent of adults under parole supervision, up from 10 percent in 1995.<sup>3</sup>

### **APPLICATION REQUIREMENTS**

Agencies with the sole or shared responsibility for managing women who come in contact with the criminal justice system may apply for limited, short-term technical assistance. To apply for technical assistance, see “Technical Assistance Program” (page 77).

### **CONTACT**

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

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<sup>1</sup>William J. Sabol, Heather Couture, and Paige M. Harrison, *Prisoners in 2006* (Washington, DC: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, 2007), NCJ 219416, <http://www.ojp.usdoj.gov/bjs/pub/pdf/p06.pdf>, accessed May 16, 2008.

<sup>2</sup>Ibid.

<sup>3</sup>Lauren E. Glaze and Thomas P. Bonczar, *Probation and Parole in the United States, 2006* (Washington, DC: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, 2007), NCJ 220218, [www.ojp.usdoj.gov/bjs/pub/pdf/ppus06.pdf](http://www.ojp.usdoj.gov/bjs/pub/pdf/ppus06.pdf), accessed May 16, 2008.

## NIC RESOURCES

Resources available from NIC on women offenders include the following. To request copies, see “NIC Information Center” (page 71).

### PUBLICATIONS AND TRAINING RESOURCES

- *Annotated Bibliography on Women Offenders: Prisons, Jails, Community Corrections, and Juvenile Justice (Web-accessible items from 2001 through March 2006).*
- *Classification of Women Offenders: A National Assessment of Current Practices.*
- *Classification of Women Offenders in State Correctional Facilities.*
- *Developing Gender-Specific Classification Systems for Women Offenders.*
- *Directory of Community-Based Programs for Women.*
- *Facility Planning To Meet the Needs of Female Inmates (New Jail Planning, 2007).*
- *Facility Planning To Meet the Needs of Female Offenders.*
- *Gender-Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders.*
- *Responding to Women Offenders in the Community: Topics in Community Corrections.*
- *Serving Children and Families of Adult Offenders: A Directory of Programs.*
- *Staffing Analysis for Women’s Prisons and Special Populations: Special Issues in Corrections.*
- *Women in Jail: Classification Issues.*
- *Women in Jail: Legal Issues.*
- “Operational Practices in Women’s Prisons” (training resource).
- “Supervision of Women Defendants and Offenders in the Community” (training resource).
- “Sentencing Women Offenders: A Training Curriculum for Judges” (training resource).

### **NIC'S BULLETIN SERIES ON GENDER-RESPONSIVE STRATEGIES FOR WOMEN OFFENDERS**

- *A Summary of Research, Practice, and Guiding Principles for Women Offenders.*
- *Supervision of Women Defendants & Offenders in the Community.*
- *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.*
- *The Gender-Responsive Strategies Project: Jail Applications.*
- *Using Jail Exit Surveys To Improve Community Responses to Women Offenders.*

### **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).

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

- Workforce Development and Women Offenders.

### **WEB PAGE**

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



# 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

### ***Technical Assistance***

### ***NIC Resources***

## **Inmate Behavior Management**

### ***Training Programs***

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

### ***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***

## **Educating Local Officials and the Community About Jails**

### ***Training Programs***

- The Jail as Part of County Government

### ***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

Applicants must be either (1) administrators of full-service jails with 150 or fewer beds or (2) administrators of full-service jails of any size where there is no level of management between the administrator and the first-line supervisors. 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

##### *National Corrections Academy Programs*

Applicants **must** submit Form A (page 115). Also, applicants must attach an organization chart with their position clearly highlighted. This enables NIC to determine applicant eligibility for the program.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 99) for logistical information. For the partnership program, see “Partnership Programs” (page 111) for logistical information.

#### NATIONAL CORRECTIONS ACADEMY AURORA, CO

**Dates:** Mar. 8–13, 2009

**Program:** 09–J2801

**Applications Due:** Dec. 8, 2008

#### PARTNERSHIP SITES\*

**Dates:** TBD

**Program:** 09–J3600

**Applications Due:** Jan. 15, 2009

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

#### ALL PROGRAMS AND SERVICES

**Agencies** interested in hosting a partnership program must submit Form B (page 117).

**Agencies** interested in hosting a satellite/Internet broadcast must apply online at [www.nicic.gov](http://www.nicic.gov).

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

**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 submit Form A (page 115) and the supplemental information requested in the program description.

**Partnership Programs**

Agencies interested in hosting *Administering the Small Jail* must submit Form B (page 117) to NIC by the due date. 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**

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

**NATIONAL CORRECTIONS  
ACADEMY  
AURORA, CO**

**Dates:** Mar. 22–28, 2009  
**Program:** 09–J2601  
**Applications Due:** Dec. 22, 2008

**Dates:** Sept. 20–25, 2009  
**Program:** 09–J2602  
**Applications Due:** June 19, 2009

**Jail Administration**

**WHO SHOULD ATTEND**

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 all key functions to mid-level managers.

**DESCRIPTION**

This program focuses on key elements in effective jail administration, including 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**

Applicants must submit Form A (page 115) and an organizational chart with their position highlighted.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 99) 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](mailto:mpjackson@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 77).

## 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.*

To request copies, see “NIC Information Center” (page 71).

### **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 PROGRAMS

### *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. 16–21, 2009

**Program:** 09–J2301

**Applications Due:** May 16, 2009



**APPLICATION REQUIREMENTS**

Applicants must submit Form A (page 115) and an organizational chart with their position highlighted.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 99) 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](mailto:fzandi@bop.gov).

**NATIONAL CORRECTIONS  
ACADEMY  
AURORA, CO**

**Dates:** Sep. 13–25, 2009

**Program:** 09-J2202

**Applications Due:** June 13, 2009

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

**WHO SHOULD ATTEND**

Two-person teams from jurisdictions preparing to occupy a new direct-supervision jail or currently operating a direct-supervision jail may apply. Both team members must be assigned to train their jail’s staff in housing unit management. Both team members must have experience working in inmate housing units and support the direct-supervision approach to inmate management. At least one team member must have experience as a trainer, conducting lectures, and facilitating group discussions and activities.

**DESCRIPTION**

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

**APPLICATION REQUIREMENTS**

Applicants must submit Form A (page 115) and a letter, signed by the agency chief executive officer (CEO), that gives the following information:

- Date jail opened.
- Type of training experience of each applicant.
- Statement that the CEO intends for the applicants to return to the agency and train additional staff to deliver the curriculum.

- Statement that the CEO agrees that the applicant team will deliver the full 32-hour *How To Run a Direct-Supervision Housing Unit* curriculum to housing officers at least once during the coming year.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 99) 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](mailto:rbraxtonmintz@bop.gov).

## Supervising Staff in Direct-Supervision Jails

### WHO SHOULD ATTEND

This program is designed for first-line supervisors who are directly responsible for supervising officers in agencies that operate or are planning to open a direct-supervision jail. Applicants should understand and support the direct-supervision approach to inmate management and be willing and able to share what they learn with other supervisors in their facility. Teams of two or three from a single agency will be considered, as space allows.

### DESCRIPTION

This 24-hour program is designed to familiarize participants with the role of the first-line supervisor as it relates to supporting the implementation of direct supervision. The program covers such topics as the role of the supervisor in relation to line staff, inmates, and upper-level management staff; the role of the line officer; supervisory behaviors that support direct supervision; indicators of an officer’s level of success in managing a housing unit; coaching, supporting, and developing staff in the implementation of direct supervision; and making supervisory decisions within the context of the direct-supervision principles.

### APPLICATION REQUIREMENTS

Applicants must submit Form A (page 115) and a letter describing their position and responsibilities, length of time as a supervisor, and number of staff they supervise. If applicants currently work in a direct-supervision jail, they should indicate the total number of beds in the jail and the number of beds in direct-supervision units, and they should briefly describe their experience with direct supervision. If applicants do not currently work in a direct-supervision jail, they should indicate the date the new direct-supervision jail will open, total number of beds, and the number of beds that will be in direct-supervision units.

**NATIONAL CORRECTIONS  
ACADEMY  
AURORA, CO**

**Dates:** June 22–26, 2009

**Program:** 09–J2203

**Applications Due:** Mar. 23, 2009

**CONTACT**

Cheryl Paul, Jails Division; toll-free telephone: 800–995–6423, ext. 69590, or 202–616–9590; e-mail: *cmpaul@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 77).

## 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 71).

# 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. Most jurisdictions will have the opportunity to plan only one jail. Owner involvement throughout the planning process is crucial to the success of the planning effort and, ultimately, the successful construction and operation of the new jail. Decisions made at this stage of the planning process will affect the remainder of the project.

This program does not teach participants how to design a jail; instead, it teaches the importance of indepth planning before starting jail design. Concepts are taught through case studies, allowing participants to get "hands-on" experience in planning methods. The program focuses on the critical elements of planning a new facility, including collecting and using data, prearchitectural programming, site evaluation, project management, and determining staffing needs. Although criminal justice planners and architectural firms have the technical expertise to plan and design the new jail, the jurisdiction will operate that jail long after they

#### **NATIONAL CORRECTIONS ACADEMY AURORA, CO**

**Dates:** Feb. 23–28, 2009

**Program:** 09–J2101

**Applications Due:** Nov. 24, 2008

**Dates:** Aug. 23–28, 2009

**Program:** 09–J2102

**Applications Due:** May 25, 2009

are gone. Therefore, it is important that the jail is designed to meet the operational and space needs of the jurisdiction and the agency that will operate it.

### **APPLICATION REQUIREMENTS**

Applicants must submit Form A (page 115). See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 99) 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](mailto:mpjackson@bop.gov).

#### **NATIONAL CORRECTIONS ACADEMY AURORA, CO**

**Dates:** May 17–22, 2009

**Program:** 09–J2104

**Applications Due:** Feb. 17, 2009

**Dates:** Sep. 20–25, 2009

**Program:** 09–J2105

**Applications Due:** June 19, 2009

## ***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.

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**

Applicants must submit Form A (page 115) and Form D (page 121). See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 99) 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](mailto: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 77).

## **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 71).

### **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 77).

### CONTACT

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

# EDUCATING LOCAL OFFICIALS AND THE COMMUNITY ABOUT JAILS

Local officials and the public often have no idea of the complexity of jail operations and the resources needed for even the most basic functions. As a result, jails are often underfunded and understaffed. This jeopardizes the ability to maintain basic safety and security and places staff, inmates, and the community at risk.

## TRAINING PROGRAM

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

#### 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 *The Jail as Part of County Government* must submit Form B (page 117) to NIC by the due date. 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](mailto:rbraxtonmintz@bop.gov).

#### PARTNERSHIP SITES\*

**Dates:** TBD

**Program:** 09-J3301

**Applications Due:** Oct. 15, 2008

**Dates:** TBD

**Program:** 09-J3302

**Applications Due:** Jan. 9, 2009

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

## **NIC RESOURCES**

- “Beyond the Myths: The Jail in Your Community” (VHS or DVD).
- *Jail Resource Issues: What Every Funding Authority Needs to Know.*
- *Sheriff’s Guide to Effective Jail Operations.*
- *Resource Guide for Jail Administrators.*

To request copies, see “NIC Information Center” (page 71).

# 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
- Operational Practice in the Management of Women's Prisons
- Management of Violent, High-Risk, and Supermax Inmates
- Emergency Preparedness: Incident Command Systems for Corrections

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

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

#### **DESCRIPTION**

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

#### **APPLICATION REQUIREMENTS**

Applicants must submit Form A (page 115).

See "NIC-Paid Training Beyond Aurora, Colorado" (page 105) 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](mailto:bpwatson@bop.gov).

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

**Dates:** Oct. 20-24, 2008

**Program:** 09-P801

**Applications Due:** July 21, 2008

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

**Agencies** interested in hosting a partnership program must submit Form B (page 117).

**Agencies** interested in hosting a satellite/Internet broadcast must apply online at [www.nicic.gov](http://www.nicic.gov).

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

**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 submit Form A (page 115) and the supplemental information requested in the program description.

**NATIONAL CORRECTIONS  
ACADEMY  
AURORA, CO**

**Dates:** Oct. 19–24, 2008

**Program:** 09–P2501

**Applications Due:** July 18, 2008

**Dates:** Apr. 19–24, 2009

**Program:** 09–P2502

**Applications Due:** Jan. 19, 2009

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

### **WHO SHOULD ATTEND**

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

### **DESCRIPTION**

This 36-hour program enhances skills in areas essential to effective leadership and administration of a prison. Some of the topics to be discussed include institutional culture, central office relationships, fiscal decisionmaking, human resource management, media relations, action planning, and self-management.

### **APPLICATION REQUIREMENTS**

Applicants must attach to Form A (page 115) a statement that describes when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their agencies.

See “NIC Training Programs at the National Corrections Academy in Aurora, Colorado” (page 99) for logistical information.

### **CONTACT**

Evelyn Bush, Prisons Division; toll-free telephone: 800–995–6423, ext. 40376, or 202–514–0376; e-mail: [elbush@bop.gov](mailto:elbush@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 71).

# PRISON MANAGEMENT AND OPERATIONS

## TRAINING PROGRAMS

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

#### **WHO SHOULD ATTEND**

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

#### **DESCRIPTION**

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

#### **APPLICATION REQUIREMENTS**

Applicants must attach to Form A (page 115) a statement that describes their correctional experience, their current assignment and responsibilities related to security, and the security level and size of their facility.

See "NIC-Paid Training Beyond Aurora, Colorado" (page 105) for more information.

#### **CONTACTS**

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

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

**Dates:** Mar. 15-20, 2009

**Program:** 09-P3201

**Applications Due:** Dec. 15, 2008

**Dates:** June 7-12, 2009

**Program:** 09-P3202

**Applications Due:** Mar. 6, 2009

**Dates:** Sept. 6-11, 2009

**Program:** 09-P3203

**Applications Due:** June 5, 2009



**SITE TO BE DETERMINED**  
**Dates:** Nov. 2–7, 2008  
**Program:** 09–P3101  
**Applications Due:** Aug. 2, 2008

## ***Operational Practice in the Management of Women’s Prisons***

### **WHO SHOULD ATTEND**

Wardens and senior operational supervisors in state and federal women’s prisons or central office personnel with operational and/or administrative responsibility for women’s prisons.

### **DESCRIPTION**

This 36-hour program explores issues that are key to policy development and operational practice in the management of women’s prisons. It addresses legal issues, cross-gender supervision, classification, daily operations, staff sexual misconduct, gender-responsive programming, and medical needs.

### **APPLICATION REQUIREMENTS**

Applicants must complete Form A (page 115)

See “NIC-Paid Training Beyond Aurora, Colorado” (page 105) for more information.

### **CONTACT**

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

**SITE TO BE DETERMINED**  
**Dates:** Apr. 12–17, 2009  
**Program:** 09–P3601  
**Applications Due:** Jan. 12, 2009

## ***Management of Violent, High-Risk, and Supermax Inmates***

### **WHO SHOULD ATTEND**

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

### **DESCRIPTION**

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

**APPLICATION REQUIREMENTS**

Applicants must submit Form A (page 115). See “NIC-Paid Training Beyond Aurora, Colorado” (page 105) 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](mailto:rjeffreys@bop.gov).

## ***Emergency Preparedness: Incident Command Systems for Corrections***

**WHO SHOULD ATTEND**

Deputy directors of state departments of corrections.

**DESCRIPTION**

This 36-hour training program will concentrate on the methods, concepts, and procedures needed to effectively evaluate an agency’s degree of readiness and preparation for a large-scale crisis or emergency. The program will provide an additional focus on counterterrorism strategies.

Specific guidelines and checklists that a supervisor or manager may use to evaluate either general emergency readiness or specific issues relating to counterterrorism strategies will be provided. This training will cover preparedness, prevention, and response issues related to both emergencies and counterterrorism.

**APPLICATION REQUIREMENTS**

Applicants must submit Form A (page 115). See “NIC-Paid Training Beyond Aurora, Colorado” (page 105) 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](mailto:rjeffreys@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 77).

**SITE TO BE DETERMINED**

**Dates:** May 10–15, 2009

**Program:** 09-P2601

**Applications Due:** Feb. 10, 2009

## NIC RESOURCES

NIC resources related to prison management and operations include the following. To request copies, see “NIC Information Center” (page 71). For more information and to apply for technical assistance, see “Technical Assistance Program” (page 77).

### 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.*
- *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.*
- “Operational Practices in Women’s Prisons” (training resource).

**SATELLITE/INTERNET BROADCASTS**

- “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 77).

## NIC RESOURCES

The following NIC resources related to correctional health care are available. To request copies, see “NIC Information Center” (page 71).

### 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***

Implementing Effective Correctional Management of Offenders in the Community

### ***NIC Resources***

## **Evidence-Based Decisionmaking in Local Criminal Justice Systems**

### ***Project Design***

### ***Technical Assistance***

## **Comprehensive Framework and Services for Parole Authorities**

### ***Project Design***

### ***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**

Applicants must submit Form A (page 115) to the attention of George Keiser at fax number 202-307-3361 or mail to his attention at: National Institute of Corrections, 320 First Street NW (Room 5007), Washington, DC 20534. Please allow 5-7 business days for mailing applications.

See "NIC-Paid Training Beyond Aurora, Colorado" (page 105) for more information.

#### **CONTACT**

George Keiser, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 34213, or 202-353-4213; fax: 202-307-3361; e-mail: [gkeiser@bop.gov](mailto:gkeiser@bop.gov).

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

**Dates:** Mar. 29-Apr. 3, 2009

**Program:** 09-C101

**Applications Due:** Dec. 29, 2008

**Dates:** Sept. 13-18, 2009

**Program:** 09-C102

**Applications Due:** June 15, 2009

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

[www.nicic.gov/Pretrial](http://www.nicic.gov/Pretrial) for more information on pretrial services.



**SAM HOUSTON STATE UNIVERSITY  
HUNTSVILLE, TX**

**Dates:** Feb. 22–27, 2009  
**Program:** 09–C4001  
**Applications Due:** Nov. 21, 2008

**Dates:** Aug. 30–Sept. 4, 2009  
**Program:** 09–C4002  
**Applications Due:** May 29, 2009

**ALL PROGRAMS AND SERVICES**

**Agencies** interested in hosting a partnership program must submit Form B (page 117).

**Agencies** interested in hosting a satellite/Internet broadcast must apply online at [www.nicic.gov](http://www.nicic.gov).

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

**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 submit Form A (page 115) and the supplemental information requested in the program description.

**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, dealing with special interest groups, working with the media, and other organizational development issues. The program uses a peer interaction process and promotes the development of network mentors and advisors among participants and between participants and faculty.

**APPLICATION REQUIREMENTS**

Applicants must submit Form A (page 115) to the attention of Dot Faust at fax number 202–307–3361 or mail to her attention at: National Institute of Corrections, 320 First Street NW (Room 5007), Washington, DC 20534. Please allow 5–7 business days for mailing applications.

See “NIC-Paid Training Beyond Aurora, Colorado” (page 105) 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](mailto: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 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 or to apply for technical assistance, see "Technical Assistance Program" (page 77).

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

For the past few years, two pilot states have participated in NIC's initiative to bring about implementation of evidence-based policies and practices throughout statewide corrections systems. Strategic planning, training, and organizational development activities have been ongoing, and special emphasis has been placed on data collection and the measurement of intermediate indicators of offender risk reduction.

NIC is now engaged in an accelerated implementation model for two additional jurisdictions, including guidelines focused directly on information gathering and analysis that will steer the entire evidence-based work plans for these systems. The research on organizational development and behavior change will continue to be at the core of these efforts, along with the best knowledge on the stakeholder collaboration and supportive involvement of 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](http://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 (available in FY 2009) is another Web-based

specialized correctional topic. For additional information, visit NIC's Learning Center at <http://nic.learn.com>.

- Limited short-term assistance regarding issues related to the implementation of effective interventions will be available. For more information and to apply for technical assistance, see “Technical Assistance Program” (page 77).

## **CONTACT**

Dot Faust, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 43001, or 202-514-3001; e-mail: [dfaust@bop.gov](mailto: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 71).

- *Cognitive-Behavioral Treatment: A Review and Discussion for Corrections Professionals.*
- *Developing Gender-Specific Classification Systems for Women Offenders.*
- *Gender-Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders.*
- *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 2009.)

## **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 Practice to Reduce Recidivism: Implications for State Judiciaries.*
- *Evidence-Based Practice in Correctional Treatment.*
- *Evidence-Based Practice: Principles for Enhancing Correctional Results in Prisons.*
- *Our System of Corrections: Do Jails Play a Role in Improving Offender Outcomes?*

# 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 will (1) develop 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) provide technical assistance to jurisdictions currently promoting evidence-based decisionmaking.

## PROJECT DESIGN

In May 2008, NIC began 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 will 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 will work 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 are expected 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.

## 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 77).

### CONTACTS

Dot Faust or George Keiser, Community Corrections Division; toll-free telephone: 800–995–6423, ext. 43001 (Faust) or 34213 (Keiser); e-mail: [dfaust@bop.gov](mailto:dfaust@bop.gov) or [gkeiser@bop.gov](mailto:gkeiser@bop.gov).

# COMPREHENSIVE FRAMEWORK AND SERVICES FOR PAROLE AUTHORITIES

This initiative will lead to a future of well-trained parole board members by using evidence-based practices within agencies that have sufficient staff and other resources to effectively support the release of offenders and, when necessary, their parole 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, NIC will:

- Distribute the Comprehensive Framework and Services for Parole Authorities document.
- Provide responsive technical assistance consistent with its recommendations.
- Provide technical assistance for NIC-initiated activities within the designated states.
- Initiate discussions on core competencies for staff and board members.
- Design and develop training for parole board members and staff based on program recommendations.
- Identify, prioritize, and develop core papers to support the functions of parole authorities.

In addition to continuing the activities of 2008, in 2009 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 revocation procedures and guidelines.
  - System issues of the parole process such as parole video hearings or data management.

### **CONTACT**

Carla J. Smalls, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 43066, or 202-514-3066; e-mail: [cjssmall@bop.gov](mailto:cjssmall@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 71).

### **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](http://www.paroleviolationsrevisited.org)).



# 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 Web site at [www.nicic.gov](http://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](http://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](http://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](http://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 February 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](mailto: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](http://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](http://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](http://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](http://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](http://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](http://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](http://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](http://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](http://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.

The logo for the NIC Learning Center is a stylized, circular emblem. It features a central white circle surrounded by a ring of smaller white circles, creating a sunburst or atomic-like pattern. The background of the logo is a light blue gradient.

# NIC LEARNING CENTER

## NIC LEARNING CENTER

***NIC's Specialized Correctional Topics***

***Enrollment Eligibility***

***New Programs in the NIC E-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 4,500 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. The Learning Center also contains up-to-date training and application information for NIC's training programs, satellite/Internet broadcasts, and e-Learning courses.

The NIC Learning Center is located at *<http://nic.learn.com>* and offers a professional skills library of approximately 200 Web-based courses and NIC's custom e-Learning courses on specialized correctional topics.

Courses in the professional skills library are available through the Internet only; however, NIC's custom e-Learning courses are available through the Internet or on CD-ROM. All courses in the NIC Learning Center are available free of charge.

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

## **NIC'S SPECIALIZED CORRECTIONAL TOPICS**

NIC's custom-developed Web-based training (or e-Learning) courses can be completed anywhere and anytime a participant has access to the Internet or to a computer with a CD-ROM drive. They are self-paced, easily accessible, and cost effective and they provide professional development opportunities for corrections professionals working in jails, prisons, and community corrections environments to improve or refine their skills in specific areas of corrections.

To request one of NIC's custom-developed courses on CD-ROM, 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 Web-based training (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 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.
- **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.

## 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 E-LEARNING CENTER

### *Transition from Prison to the Community*

#### **AUDIENCE**

All levels of correctional staff (both institutional and community) who have an interest in, or a need to learn about, the issue of transition and reentry in general, or about the NIC Transition from Prison to the Community (TPC) Initiative specifically. These individuals may be on staff within agencies that are considering implementation of the TPC model, who are participating in the initiative, or who are beginning to consider successful reentry as a relevant goal for their agencies.

#### **DESCRIPTION**

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.

This course will provide participants with:

- A clear understanding of the urgency of transition as a correctional issue along with the benefits of supporting more-successful transition.
- An understanding of the NIC TPC model—its principles, approach, and basis.
- An overview of how the model is implemented, with examples from participating sites.

#### **COURSE OBJECTIVES**

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

- Identify the reasons why a focus on transition and reentry is a critical issue for corrections.
- Identify the primary goals that TPC seeks—community safety through successful transition and recidivism reduction.
- Identify the main characteristics of the TPC model and why these are critical.
- Identify the eight principles of effective intervention.

- Be able to distinguish among transition efforts that are program-based and those that are system change-based, such as TPC.
- Identify some of the ways a person in their position could become a part of this transformation and why that would be beneficial to the participant and to ultimate outcomes.

### **EXPECTED DURATION**

1 hour

### **ENROLLMENT ELIGIBILITY**

This curriculum is designed as a stand-alone e-Learning module. Enrollment is open to all correctional staff employed or volunteering in prisons, jails, community corrections, and community- and faith-based organizations.

### **CONTACT**

Kermit Humphries, Transition and Offender Workforce Development Division; toll-free telephone: 800-995-6423, ext. 40118, or 202-514-0118; e-mail: [khumphries@bop.gov](mailto:khumphries@bop.gov).

## ***Your Role in Responding to Sexual Abuse***

### **AUDIENCE**

This interactive course is open to all staff working and volunteering in correctional settings. Its content has special relevance to institutional environments and addresses issues that have serious legal and public-safety issues for staff at all levels.

### **DESCRIPTION**

The 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.

### **COURSE OBJECTIVES**

At the end of the training, participants will be able to:

- Articulate the key components of PREA.
- Describe understanding of the sexual abuse among male inmates, female inmates, and between staff and inmates.



- Describe how sexual behaviors affect the corrections system and security.
- Discuss the legal implications in the areas of staff sexual misconduct and inmate-on-inmate sexual assault.
- Recognize the role, skills, and duties of the first responder.
- Develop ways to effectively and appropriately respond when you first learn of an allegation of sexual abuse that may have occurred in your correctional facility.
- Identify the principles of investigation and the importance of a fair and timely investigative process.
- Practice the application of skills learned in the course.
- Discuss prevention strategies.
- Articulate issues surrounding special-population management.

#### **EXPECTED DURATION**

2 hours

#### **ENROLLMENT ELIGIBILITY**

This program is appropriate for any individual working or volunteering in a correctional institution who may observe or receive reports of offender-on-offender sexual abuse or sexual abuse between staff and offenders.

#### **CONTACT**

E-Learning Center; toll-free telephone: 800-995-6429; e-mail: [elarning@nicic.gov](mailto:elarning@nicic.gov)

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

#### **AUDIENCE**

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

#### **DESCRIPTION**

This program is for individuals in policymaking 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.

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

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

### **COURSE OBJECTIVES**

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

- Identify reasons why sheriffs and jail administrators should collect data.
- More easily understand statistics and data-collection procedures.
- Learn to collect data in the simplest, easiest, most efficient way possible that will allow policymakers to draw valid conclusions.
- Practice analytical skills.
- Learn to display the information collected clearly and effectively so that county officials, other agencies, and the public can understand it.

### **EXPECTED DURATION**

1 hour

## **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.



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 an NIC program at the National Corrections Academy in Aurora, Colorado, or an NIC-paid program beyond Aurora, Colorado, must submit Form A (page 115) and the supplemental information requested in the course description.

All applications must be endorsed as described on the back of Form A. Most programs require that supplemental information be submitted with the application (see course descriptions for specifics); applications submitted without that supplemental information will be returned.

If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application, but only one supplementary statement for the team is required unless otherwise requested. The team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged. Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.

NATIONAL CORRECTIONS ACADEMY PROGRAMS IN AURORA, COLORADO: CALENDAR													
Page	Training Program	2008			2009								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
<b>TRAINING FOR ALL CORRECTIONS DISCIPLINES</b>													
3	Executive Excellence								3-15				
4	Executive Leadership for Women											2-7	
5	Correctional Leadership Development										14-24		
<b>TRAINING FOR JAILS</b>													
27	Administering the Small Jail						8-13						
28	Jail Administration						22-28						20-25
31	Inmate Behavior Management											16-21	
32	How To Run a Direct-Supervision Housing Unit: Training for Trainers												13-25
33	Supervising Staff in Direct-Supervision Jails									22-26			
37	Planning of New Institutions: Taking Control of the Planning Process					23-28						23-28	
38	Managing Jail Design and Construction								17-22				20-25
<b>TRAINING FOR PRISONS</b>													
48	Executive Training for New Wardens	19-24							19-24				

## **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 associated per diem expenses, NIC must be notified as soon as possible. In the case of jail programs, the Jails Division must be notified of cancellations. For all other programs, the Academy Division must be notified.





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, must submit Form A (page 115) and the supplemental information requested in the course description.

All applications must be endorsed as described on the back of Form A. Most programs require that supplemental information be submitted with the application (see course descriptions for specifics). Applications submitted without that supplemental information will be returned.

If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application, but only one supplementary statement for the team is required unless otherwise requested. The team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged. Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.

## **CANCELLATIONS**

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

If an applicant is unable to attend after being accepted to a training program for which NIC pays participants' travel and per diem expenses, NIC must be notified as soon as possible. In the case of jail programs, the Jails Division must be notified of cancellations. For all other programs, the Academy Division must be notified.

NIC-PAID TRAINING BEYOND AURORA, COLORADO: CALENDAR													
Page	Training Program	2008			2009								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
<b>TRAINING FOR ALL CORRECTIONS DISCIPLINES</b>													
7	Correctional Leadership for Women						22-27		17-22				
<b>TRAINING FOR PRISONS</b>													
47	Executive Forum for Deputy Directors	20-24											
49	Conducting Prison Security Audits						15-20			7-12		6-11	
50	Operational Practice in the Management of Women's Prisons		2-7										
50	Management of Violent, High-Risk, and Supermax Inmates							12-17					
51	Emergency Preparedness: Incident Command Systems for Corrections								10-15				
<b>TRAINING FOR COMMUNITY CORRECTIONS</b>													
57	Orientation for New Pretrial Executives							Mar. 29-Apr. 3				13-18	
58	Orientation for New Probation and Parole Chief Executive Officers					22-27						Aug. 30-Sept. 4	



# 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 submit the Statement of Interest To Host Partnership Programs (Form B, page 117). NIC staff will explore with the agency contact person the appropriateness of the training to meet the agency’s needs and the agency’s ability to provide the required logistical support for the program.

**Individuals** interested in participating in an Academy Division or Community Corrections/Prisons Division partnership program should periodically check the NIC website ([www.nicic.gov](http://www.nicic.gov)) for a list of sites and application instructions. After sites are selected for Jails Division partnerships, eligible individuals will be sent a flier containing application instructions.

## CANCELLATIONS

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

PARTNERSHIP PROGRAMS: CALENDAR														
		2008			2009									
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
<b>TRAINING FOR ALL CORRECTIONS DISCIPLINES</b>														
5	Correctional Leadership Development	Host sites recommend dates.												
8	Management Development for the Future (MDF)	Host sites recommend dates.												
15	Offender Workforce Development Specialist Partnership Training Program*				25–30		8–13	19–24				2–7	13–18	25–30
<b>TRAINING FOR JAILS</b>														
27	Administering the Small Jail	Host sites recommend dates.												
43	The Jail as Part of County Government	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.

# FORMS

## FORMS

**Form A: Application for Individuals**

**Form B: Statement of Interest To Host Partnership Programs**

**Form C: Application for Regional Field Coordinator**

**Form D: Agency Profile**

# Application for Individuals

To apply, complete (type or print legibly) and sign this form, attach any supplementary statements required in the training program description, obtain the necessary endorsement, and mail or fax it to the National Institute of Corrections, 791 Chambers Road, Aurora, CO 80011; fax 303-365-4457. **To receive full consideration, each item on both sides of this application must be completed and it must be received by the specified due date. Incomplete applications will be returned.** All applications will be acknowledged. Applicants accepted for participation will receive confirmation and additional information about the program.

Training program title \_\_\_\_\_

Training program number 09- \_\_\_\_\_

For multiple program offerings, I cannot attend on the following date(s): \_\_\_\_\_

Name \_\_\_\_\_

Mr.       Ms.       Mrs.

Title \_\_\_\_\_

Years in position \_\_\_\_\_

Is your primary job responsibility staff training?  Yes  No

Agency \_\_\_\_\_

Mailing address \_\_\_\_\_

City \_\_\_\_\_ County \_\_\_\_\_

State \_\_\_\_\_ ZIP Code \_\_\_\_\_

Telephone (\_\_\_\_\_) \_\_\_\_\_ Fax (\_\_\_\_\_) \_\_\_\_\_

E-mail address \_\_\_\_\_

Primary area of corrections (check one):

- Adult jail
- Adult community corrections
- Adult prison
- Other (explain) \_\_\_\_\_

Type of agency (check one):

- Federal—Bureau of Prisons
- Federal—Other
- State
- Indian Country—Bureau of Indian Affairs
- Indian Country—Tribal
- Regional
- County
- Municipal
- U.S. commonwealth or territory
- Foreign
- Private

Agency/institution information:

Institution/facility population \_\_\_\_\_  
 or  
 Agency population \_\_\_\_\_  
 Total number of agency staff \_\_\_\_\_  
 Number of staff you supervise \_\_\_\_\_

If training program is for **team participation**:

- Each team member must complete an application.
- Each team member's individual supplementary information is attached.
- Team members must be listed below.
- All applications must be sent together.

**Only one team supplement is required for all team members.** List team members below:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

If training program is for **individual participation**:

- Attach the supplementary information required in the training program description.

I agree to—

- Fully participate in this program and will complete all pretraining and posttraining assignments.
- Reside at the training site (for Aurora programs) for the duration of the program.

Signature \_\_\_\_\_ Date \_\_\_\_\_

## Endorsement of Application by Agency Chief Executive Officer

NIC will return as “incomplete” application forms that do not have the endorsement of the chief executive officer of the agency, as defined below:

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the Federal Bureau of Prisons**. Both the warden and the assistant director of human resource management at the central office.

**Individuals from private organizations** must submit with their application an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

## Nomination/Endorsement

Nomination or endorsement must be made by the chief executive officer as defined above.

I recommend \_\_\_\_\_ for participation in the National Institute of Corrections training program for which this application is being submitted. This nomination is made on the basis that the candidate (individually or as a member of a team) will be in a position to effect improvement in our organization. The information provided is accurate and complete. I agree that if the participant in this training program develops an action plan for our agency, outcomes of the implementation will be provided on request to NIC to determine the impact of the training on our organization.

Signature of chief executive officer \_\_\_\_\_ Date \_\_\_\_\_

Type or print name \_\_\_\_\_

Title of chief executive officer \_\_\_\_\_ Telephone ( \_\_\_\_\_ ) \_\_\_\_\_

(This form may be duplicated.)

## Statement of Interest To Host Partnership Programs

(to be completed by **agencies** applying to host a partnership program)

Agencies interested in hosting an NIC partnership program must complete (**type or print legibly**) and sign this form, obtain the necessary endorsement, and mail or fax (**by the due date**) it to the National Institute of Corrections, 791 Chambers Road, Aurora, CO 80011; fax 303-365-4457. All Statements of Interest will be acknowledged.

Partnership program title \_\_\_\_\_

Partnership program number 09- \_\_\_\_\_

Agency name \_\_\_\_\_

Agency address \_\_\_\_\_

City/State \_\_\_\_\_ ZIP Code \_\_\_\_\_

Agency contact person \_\_\_\_\_

Title \_\_\_\_\_

Telephone ( \_\_\_\_\_ ) \_\_\_\_\_ Fax ( \_\_\_\_\_ ) \_\_\_\_\_

E-mail address \_\_\_\_\_

Training date(s) in order of priority \_\_\_\_\_

Facilities available to accommodate the training (a large main room—1,200 square feet minimum—and at least two adjacent or nearby breakout rooms—400 square feet minimum each) are required.

\_\_\_\_\_  
\_\_\_\_\_

## Endorsement of Application by Agency Chief Executive Officer

Nomination/endorsement must be made by the chief executive officer as defined on the back of this application.

Our agency is interested in hosting the above-named partnership program. If accepted to host this training program, we acknowledge that all expenses except those of the trainers and training materials are our responsibility as the requesting agency. Further, we agree to publicize this program and solicit the appropriate number of participants (24-30).

Signature of chief executive officer \_\_\_\_\_ Date \_\_\_\_\_

Type or print name \_\_\_\_\_

Title of chief executive officer \_\_\_\_\_ Telephone ( \_\_\_\_\_ ) \_\_\_\_\_

## Endorsement of Application by Agency Chief Executive Officer

NIC will return as “incomplete” application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For the **Federal Bureau of Prisons**. Both the warden **and** the assistant director of human resource management at the central office.

**Private organizations** must submit an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

(This form may be duplicated.)

### Application for Regional Field Coordinator

To apply, complete this form, obtain the necessary endorsement, and mail or fax it to the NIC Academy, 791 Chambers Road, Aurora, CO 80011; fax 303-365-4457. Each item of this application must be completed to be given consideration.

Mr.  Ms.  Mrs.

Name \_\_\_\_\_

Title \_\_\_\_\_

Is your primary job responsibility staff training?

Yes  No

Number of offenders/clients \_\_\_\_\_

Number of staff \_\_\_\_\_

Agency \_\_\_\_\_

Mailing address \_\_\_\_\_

City \_\_\_\_\_ County \_\_\_\_\_

State \_\_\_\_\_ ZIP Code \_\_\_\_\_

Telephone ( \_\_\_\_\_ ) \_\_\_\_\_ Fax ( \_\_\_\_\_ ) \_\_\_\_\_

E-mail address \_\_\_\_\_

Type of agency (check one)

- Federal—Bureau of Prisons
- Federal—Other
- State
- Indian Country—Bureau of Indian Affairs
- Indian Country—Tribal
- Regional
- County
- Municipal
- U.S. commonwealth or territory
- Foreign
- Private

Primary area of corrections (check one)

- Adult jail
- Adult community corrections
- Adult prison
- Other \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

### Nomination/Endorsement

Nomination or endorsement must be made by the chief executive officer as defined on the back of this application.

I recommend \_\_\_\_\_ to serve as a regional field coordinator (RFC) for the National Institute of Corrections Academy. This nomination is made on the basis that the candidate will be in a position to effect improvement in our organization and will serve as an RFC for \_\_\_\_\_ year(s) (maximum 3). The information provided is accurate and complete.

Signature of chief executive officer \_\_\_\_\_ Date \_\_\_\_\_

Type or print name \_\_\_\_\_

Title of chief executive officer \_\_\_\_\_ Telephone ( \_\_\_\_\_ ) \_\_\_\_\_



## Endorsement of Application by Agency Chief Executive Officer

NIC will return as “incomplete” application forms that do not have the endorsement of the chief executive officer of the agency, as defined below.

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
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- For **employees of the Federal Bureau of Prisons**. Both the warden and the assistant director of human resource management at the central office.

Individuals from **private organizations** must submit with their application an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter *must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.*

(This form may be duplicated.)

# Agency Profile

## MANAGING JAIL DESIGN AND CONSTRUCTION

Agencies interested in having teams participate in this program must complete **(type or print legibly)** this form and mail or fax **(by the due date)** it to the National Institute of Corrections, 791 Chambers Road, Aurora, CO 80011; fax 303-365-4457.

Agency \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ ZIP Code \_\_\_\_\_

Telephone ( \_\_\_\_\_ ) \_\_\_\_\_ Fax ( \_\_\_\_\_ ) \_\_\_\_\_

Type of current jail:       Linear               Podular remote               Direct supervision

Type of jail planned:       Linear               Podular remote               Direct supervision

Age of current jail: \_\_\_\_\_ Rated capacity: \_\_\_\_\_

Average daily population: \_\_\_\_\_

Previous expansion or renovation:     Yes               No              Date: \_\_\_\_\_

Completed to date

Needs assessment:     Yes               No              Number of beds needed: \_\_\_\_\_

Feasibility study:     Yes               No              Projected cost: \_\_\_\_\_

Status of funding: \_\_\_\_\_

You or a representative from your agency attended *Planning of New Institutions*:     Yes     No

Date attended: \_\_\_\_\_

Additional information: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Please fill out this form to help us evaluate this document.**

1. Was it easy to find the information you wanted?  Yes  No
2. Were the application instructions clear and easy to follow?  Yes  No
3. What could be done to the presentation of this information to make it more useful to you?

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4. Name \_\_\_\_\_

Position \_\_\_\_\_

Agency \_\_\_\_\_

Address \_\_\_\_\_

City/State/ZIP \_\_\_\_\_

Telephone \_\_\_\_\_

E-mail address \_\_\_\_\_



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