



National Institute of Corrections
Offender Workforce Development Division



Administrative Guide

Offender Workforce
Development Specialist
Partnership Training
Program



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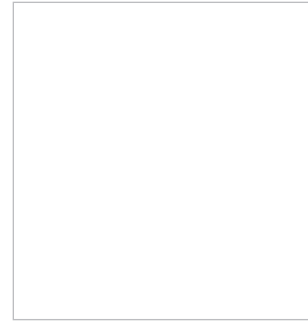
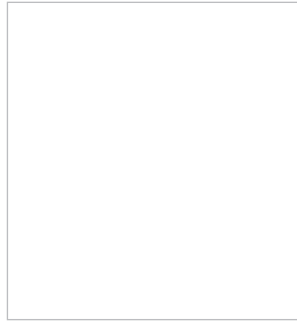
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Foreword

There is compelling evidence that unemployment contributes to an increased rate of parole revocation, which is a major risk factor for recidivism. Individuals released from correctional facilities often find that the search for employment is hindered by barriers such as lack of educational credentials, limited work history, poor planning skills, and employers' prejudice toward hiring ex-offenders. Given the complexity of the challenges facing offenders seeking work, those who assist them in their search for employment must possess a comprehensive set of workforce development skills. Furthermore, these professional skills must be used in the context of a partnership involving criminal justice agencies and community-based organizations. No single agency can meet all the needs of offenders returning to their communities.

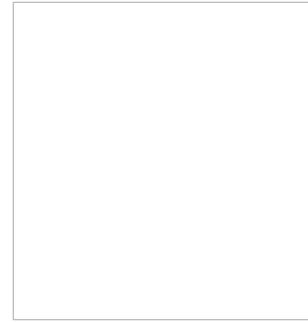
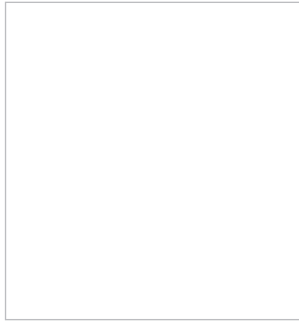
To promote these partnerships and the development of a professional workforce that is prepared to help offenders with career planning, job placement, job retention, and career advancement, the National Institute of Corrections has developed a variety of training products, programs, and services. Offender Workforce Development Specialist (OWDS) Partnership Training is our most comprehensive offering. Through this training, carefully selected multidisciplinary teams acquire a set of professional competencies that systematically address challenges faced by offenders in their search for employment. OWDS Partnership Training requires a considerable amount of time and effort, both in the classroom during instruction and outside the classroom in practicum activities. In addition, each team must commit to replicate the training in its jurisdiction.

Feedback from individuals who have participated in this training program indicates that it is well worth the investment. It has the potential to yield a great dividend: the successful transition of offenders into the American workforce as productive, law-abiding citizens. Ultimately, this initiative will assist the community and the offender by helping to provide safer streets and by preventing future costly incarcerations and wasted human potential.

Morris L. Thigpen

Director

August 2007



Overview

Offender Workforce Development Specialist (OWDS) Partnership Training is fundamental to a comprehensive re-entry initiative that helps communities meet the workforce development needs of its offenders and pretrial defendants. This train-the-trainer program includes three essential elements. First, it promotes collaboration between criminal justice agencies and a broad array of governmental agencies and community organizations. Second, it provides multidisciplinary teams of trainees with a set of competency-based skills that meet the requirements of Global Career Development Facilitator (GCDF), an internationally recognized certification. Third, it requires trainee teams to build their jurisdiction's capacity to replicate the training within a prescribed time period.

Purpose of This Guide

This administrative guide provides an overview of the training program, including its benefits and requirements.

It provides the reader with the information needed to make an informed decision about the application process for participating in the training program, including the criteria for selecting a qualified, multidisciplinary team of trainees.

Program Description

The objectives of the OWDS Partnership Training Program are to:

1. Provide participants with the knowledge and skills required to deliver effective workforce development services.
2. Promote collaborations that will result in increased positive employment outcomes.
3. Help participant teams develop a plan for delivering OWDS training in their communities.
4. Prepare trainees to be instructors of the OWDS curriculum.

The training described in this guide is provided upon formal application, by invitation only, from a primary sponsoring agency. The primary sponsoring agency must assemble a team of 12 participants from a variety of settings, including but not limited to federal, state, and local jails; prisons; correctional industries; probation and parole agencies; pretrial services; residential reentry centers; the U.S. Department of Labor's One-Stop Career Centers; veterans' services; faith-based and community organizations; and colleges and universities. Each team selected must commit to replicate the training in its jurisdiction within 6 to 8 months of completing OWDS Instructor training. To help defray the cost of replicating the program, the National Institute of Corrections (NIC) will provide funding through a cooperative agreement with the primary sponsoring agency.

NIC provides OWDS Partnership Training through collaboration with the National Career Development Association (NCDA). Trainees receive intensive, competency-based instruction that includes approximately 180 hours of classroom training, e-learning modules, and practicum experience. The classroom training is delivered in two or three sessions, with approximately 5 to 6 weeks between sessions to allow participants time to return home and attend to critical job responsibilities. Participants must complete practicum assignments during the intervals between classroom instruction. These assignments include a variety of activities that are evaluated by an OWDS Instructor. In addition, when the training team successfully completes the OWDS Partnership Training, qualified participants will receive 2 to 3 days of OWDS Instructor Training onsite within their jurisdiction from an OWDS Master Trainer.

Because participants must invest a considerable amount of time in the program, the primary sponsoring agency is encouraged to carefully review this guide before submitting a Statement of Interest (form A—see page 12) and supplemental information to NCDA for consideration. Those



who decide not to apply may want to explore other related training opportunities offered by NIC's Offender Workforce Development (OWD) Division (www.nicic.org/OWD).

Costs

NIC will pay for training and materials, meals, lodging, and approved transportation to and from the participant's designated point of departure. Participants are lodged two to a room. The participant and/or sponsoring agency are responsible for ground transportation and/or upgrade to a single room. Appendix A provides more information about travel, accommodations, and meals.

Additional Program Benefits

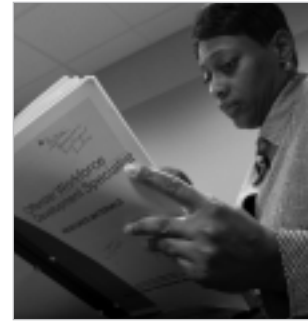
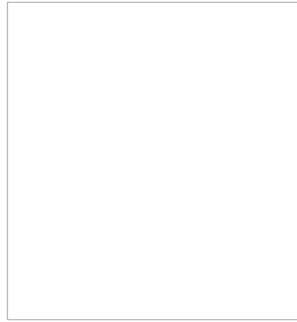
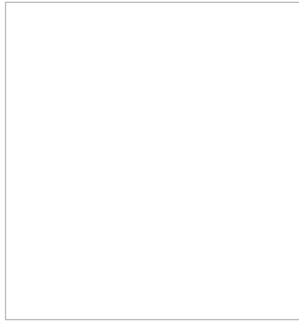
NCDA has endorsed the OWDS Partnership Training Program. Participants who complete the program meet all training requirements for GCDF certification from the Center for Credentialing and Education, Inc. (CCE) (www.cce-global.org). All trainees are strongly encouraged to apply for certification. To qualify for OWDS Instructor training, participants must receive certification. The OWDS Partnership Training Program can be applied toward

Continuing Education Units (CEUs) and may qualify for undergraduate or graduate level college credit.

How To Apply

To obtain a Statement of Interest (form A), please visit NCDA's web site (www.ncda.org) or call NCDA (see below). Mail the completed form to the following address:

National Career Development Association
305 North Beech Circle
Broken Arrow, OK 74012
866-FOR-NCDA (866-367-6232, toll free)
918-663-7060
dpennington@ncda.org



Introduction

The National Institute of Corrections, an agency within the U.S. Department of Justice, Federal Bureau of Prisons, was created in 1974 as a resource for practitioners in the corrections field and to provide leadership and assistance to the field. NIC is unique among federal agencies in providing direct service, rather than financial assistance, as the primary means of carrying out its mission. NIC programs respond directly to the needs identified by practitioners working in federal, state, and local adult corrections.

Offender Workforce Development Division

The Offender Workforce Development (OWD) Division, formerly the Office of Correctional Job Training and Placement, was established by the Violent Crime Control and Law Enforcement Act of 1994. The primary purpose of this legislation was to develop and improve workforce development services (e.g., career planning, job training, job placement, job retention, and career advancement services) for adults with criminal

convictions. In March 1995, OWD became an integral part of NIC. The products, programs, and services provided by OWD are applicable to pretrial defendants as well.

OWD offers a wide range of training curriculums and other products that provide information on offender/defendant workforce development for criminal justice and other governmental agencies and faith-based and community organizations. Many of these products are available through NIC's web site (www.nicic.org) or by contacting the NIC Information Center at 800-877-1461 or asknicic@nicic.org.

OWDS Partnership Training Program

The OWDS Partnership Training Program provides participants with the skills needed to assist offenders with career planning, job placement, job retention, and career advancement. The program also works to establish partnerships where none may have existed before,



Program Competencies

The OWDS Partnership Training Program addresses essential competencies in the 11 modules of instruction listed below. The following modules and the competencies achieved in each meet CCE requirements for GCDF certification:

- **Career Development Theory and Application.** Participants will learn about four career development theories that can be used to assist offenders

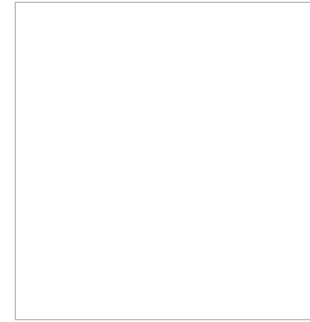
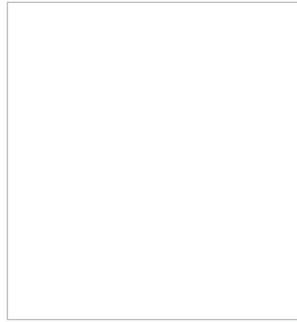
with transition to the community, career planning, job search, job placement, job retention, and career advancement.

- **Understanding and Using Facilitation Skills.** Participants will learn and practice a set of communication skills that can be used to effectively assist offenders/defendants with career planning, job search, job placement, job retention, and career advancement.
- **The Role of Assessment in Career Planning and Job Placement.** Participants will learn to use a variety of assessment tools and techniques that can assist offenders/defendants with making informed career plans and job choices.
- **Instruction and Group Facilitation.** Participants will learn skills needed to provide effective group instruction.
- **Designing and Implementing Training and Work Development Services.** Participants will learn the basic principles of program planning and implementation, including design, evaluation, promotion, and public relations.

thereby helping to create a seamless continuum of workforce development services at pretrial status or from the correctional system to the community. The training program satisfies the training requirements needed for both GCDF and OWDS Instructor certification. The OWDS training requires a commitment of approximately 5 weeks over a period of approximately 6 months. Depending on the program schedule, classroom instruction consists of two or three 4½-day sessions. The e-learning modules and practicum assignments require an additional 72 to 108 hours.

The classroom training sessions are scheduled approximately 5 to 6 weeks apart to minimize the disruption to participants' critical job responsibilities. During these intervals between classroom sessions, participants are required to complete e-learning modules along with practicum and reading assignments. In addition, when the team successfully completes the OWDS Partnership Training, participants will receive approximately 2 to 3 days of OWDS Instructor Training onsite within their jurisdiction from an OWDS Master Trainer. Therefore, a prospective trainee and his or her supervisor should discuss how best to balance workload requirements with the OWDS training requirements.

-
- **Barriers to Employment.** Participants will learn how to identify the barriers to employment that offenders/defendants face and how to assist them with removing or minimizing these obstacles.
 - **Ethics and the Career Development Facilitator.** Participants will learn the GCDF Code of Ethics, a set of professional standards that define acceptable conduct, appropriate role boundaries, and the participant's scope of practice.
 - **Transition Interventions for the Offender Population.** Participants will learn the types of interventions that can be used with offenders/defendants as they make the transition to employment, including the development of goals and realistic action plans.
 - **Job Seeking and Employability Skills.** Participants will learn how to access labor market information and how to use this knowledge to prepare offenders/defendants for the world of work.
 - **Job Retention.** Participants will learn strategies and interventions that can improve job retention for offenders/defendants and also how to teach these skills to offenders/defendants.
 - **The Role of Information and Computers in Career Planning.** Participants will learn the primary sources of information about career planning and education available in print and on the Internet and how to use this information in their work with offenders/defendants.



Eligibility Requirements

Twelve-Person Team

A Statement of Interest (form A) with supporting documentation must be submitted by a primary sponsoring agency to NCDA for review. The primary sponsoring agency must be a state or local public correctional agency. Jurisdictions will be selected by invitation only to complete the application process for acceptance into the OWDS Partnership Training Program.

Consideration will be given only to applications submitted by teams consisting of 12 individuals. The primary sponsoring agency assumes responsibility for submitting the training application.

Team Composition

The exact composition of the team can be determined by the primary sponsoring agency. However, each team member must be employed by an organization within the primary sponsoring agency's jurisdiction that directly or indirectly provides one or more of the following:

offender/defendant career planning, job training, skills development, job placement, job retention, and career advancement services.

One of the most important criteria for acceptance into the program is the submission of a team application that represents multiple organizations, including but not limited to federal, state, and local jails; prisons; correctional industries; probation and parole agencies; pretrial services; residential reentry centers; the U.S. Department of Labor's One-Stop Career Centers; veterans' services; faith-based and community organizations; and colleges and universities. Priority will be given to team applications that include representatives from Federal Pretrial Services, Federal Probation, the Federal Bureau of Prisons, and correctional industries.

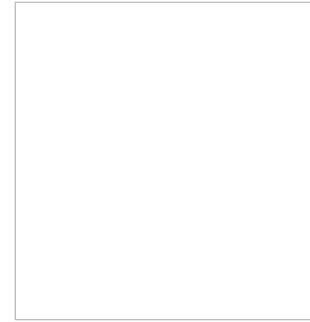
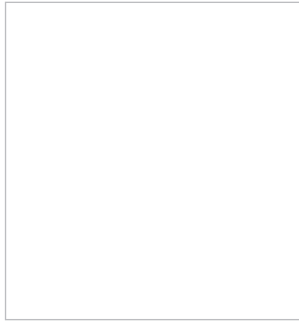
Participants

All participants must have the appropriate education and experience to qualify for certification or provisional certification as

a GCDF. Appendix B (CCE Certification Requirements) provides more information on the combination of education and experience required for certification. One or more members of the team must hold a master's degree in counseling (educational psychology, vocational rehabilitation, sociology, or a related field). In addition, one or more team members must have experience as a training event coordinator and one or more members must have experience as an evaluation coordinator.

OWDS Instructor Guidelines

To permit the replication of OWDS Partnership Training in accordance with certification standards, NIC will provide additional training for certification as an Offender Workforce Development Specialist Instructor (OWDS-I) onsite in the jurisdiction. If a trainee does not have the work experience needed for OWDS-I certification, he or she must co-train with a certified instructor. NIC will provide program monitoring for the first training cycle provided by the OWDS Partnership.



OWDS Partnership Training Process

Steps

1. Primary sponsoring agency obtains a Statement of Interest (form A) from the NCDA web site (www.ncda.org) or by calling 866-367-6232 (toll free) or 918-663-7060.
2. Primary sponsoring agency submits the Statement of Interest (form A) and supplemental information to NCDA.
3. NCDA reviews and acknowledges all Statements of Interest (form A) submitted.
4. NIC conducts an evaluation of a jurisdiction's readiness for training.
5. NCDA and NIC select jurisdictions eligible to apply for OWDS Partnership Training.
6. NCDA provides application forms (forms B, C, and D) to the primary sponsoring agency for submission.
7. NCDA and NIC review applications.
8. If a team is not invited for partnership, NCDA informs the primary sponsoring agency about technical assistance available through NIC to increase offender workforce development readiness for future OWDS Partnership Training.
9. If a team is selected, NCDA notifies the primary sponsoring agency of acceptance.
10. NCDA forwards acceptance letters to trainees scheduled for OWDS Partnership Training.
11. The jurisdiction's 12-person team completes OWDS Partnership Training.
12. OWDS graduates complete the GCDF application process, including payment of application fee.
13. NIC conducts an evaluation of a jurisdiction's readiness for OWDS training replication.

14. NIC forwards a cooperative agreement application to the primary sponsoring agencies accepted as partners.
15. The primary sponsoring agency submits a cooperative agreement application to NIC.
16. NIC awards an 18-month cooperative agreement to the primary sponsoring agency to build its capacity to provide ongoing OWDS training to other offender/defendant employment service providers in the jurisdiction. This award may be used to purchase the copyrighted OWDS curriculum.
17. OWDS graduates complete the application process for OWDS Instructor Training.
18. NIC provides OWDS Instructor Training (2 to 3 days) to qualified applicants onsite in the jurisdiction.
19. NIC provides instruction on training performance evaluation to designated OWDS Partnership evaluation coordinators.
20. Upon receipt of payment, NCDA releases the copyrighted curriculum to the primary sponsoring agency for its use indefinitely (see appendix D).
21. The jurisdiction implements OWDS Partnership Training and evaluation.
22. NIC monitors the implementation of OWDS Partnership Training in the jurisdiction.
23. NIC provides an overall evaluation of the OWDS Partnership Training activities stated in the cooperative agreement.

Information about training dates is available through the NIC web site at www.nicic.org/OWD.

Statement of Interest (Form A)

NIC solicits participation in the OWDS Partnership Training Program from state and local

correctional agencies interested in partnering with other agencies providing workforce development services to offenders/defendants. Correctional agencies that would like to be considered as a primary sponsoring agency for this OWDS Partnership Training initiative must submit a Statement of Interest (form A) with supplemental information to NCDA.

Based on NCDA's review of the Statement of Interest and supplemental information, along with followup contacts by NIC, the correctional agency serving as the primary sponsoring agency may be asked (by invitation only) to submit an OWDS Partnership Training application (forms B, C, and D) to NCDA. If the primary sponsoring agency's application is accepted, the jurisdiction will have the opportunity to sponsor trainees during the next available OWDS Partnership Training series. Correctional agencies that do not receive an invitation to apply for an OWDS Training Partnership may request technical assistance from NIC to increase their likelihood of being selected for a future training series.

Team Application (Form B)

Applications for OWDS Partnership Training may be submitted only by a state or local public correctional agency. The agency's Chief Executive Officer (CEO) is responsible for the submission of all information requested for training consideration. Failure to submit all information in a timely manner will be cause for rejection. The primary sponsoring agency determines the exact composition of the 12-person team. See Team Composition, page 9.

The primary sponsoring agency is responsible for coordinating pre- and posttraining activities with the CEOs of cosponsoring agencies. Pretraining activities include obtaining the documents needed for the application process, ensuring that all team members have sufficient time to engage in the training and practicum activities, obtaining commitments for continued involvement in the

training replication process, holding an initial team meeting, and facilitating Offender Employment Specialist: Building Bridges (OES) training for team members. The OES curriculum (NIC Accession Number 021698) is available through the NIC web site at www.nicic.org/OWD (click on “Key Resources”) or by contacting the NIC Information Center at 800–877–1461 or asknicic@nicic.org.

The primary sponsoring agency will collaborate with cosponsoring agencies and NIC to ensure that the team has the resources necessary to deliver OWDS Partnership Training in its jurisdiction. The local training must take place within 6 to 8 months following the completion of OWDS Instructor Training.

Individual Application (Form C)

Each team member must provide the primary sponsoring agency with an individual application that is signed by the CEO representing the primary or cosponsoring agency, as applicable. All individual applications must accompany the team application that the primary sponsoring agency submits to NCDA.

Individual applications should include the following supplemental information (2 pages maximum):

- The applicant’s current and/or proposed duties.
 - The applicant’s position within the primary or cosponsoring agency; this information may also be shown on the agency’s organizational chart.
 - The applicant’s experience as a trainer or training the applicant has provided.
 - The applicant’s educational background, including academic degrees held and major fields of study.
- The applicant’s experience in coordinating training events, if applicable.
 - The applicant’s training and experience in program evaluation, if applicable.

The primary sponsoring agency and cosponsoring agencies should view participation in the OWDS Partnership Training Program as the first step in a long-term process that will result in the improvement of offender/defendant workforce development services. This experience has led some organizations to develop career resource centers and/or create a workforce culture in correctional facilities, formalize collaboration with other agencies, and establish new job titles/descriptions in personnel classification systems.

Conditions for Acceptance

Primary and Cosponsoring Agencies

CEOs of primary and cosponsoring agencies must agree to the following:

- Fully support training participants’ completion of all pre- and posttraining assignments, practicum assignments, and evaluation instruments.
- Enforce the trainees’ attendance in all scheduled training weeks (barring any unforeseen emergencies).
- Collaborate with other cosponsoring agencies in support of the training team’s efforts to plan, develop, manage, and evaluate the replication of OWDS training in their jurisdiction.
- Collaborate with other agencies to obtain the training resources needed for program replication.
- Encourage and support trainees’ pursuit of GCDF certification through CCE.



- Support the trainee's application of skills, knowledge, and abilities as an OWDS.
- Participate in NIC's efforts to evaluate the impact of the OWDS Partnership Training Program (see appendix C, Program Evaluation).

Individual Applicants

Individual applicants must agree to the following:

- Apply for GCDF certification or provisional certification from CCE.
- Fully participate in the training program and complete all pre- and posttraining assignments, practicum assignments, and evaluation instruments.
- Reside at the training site for the duration of the classroom instructional periods.¹
- Attend all scheduled training sessions (barring any unforeseen emergencies).

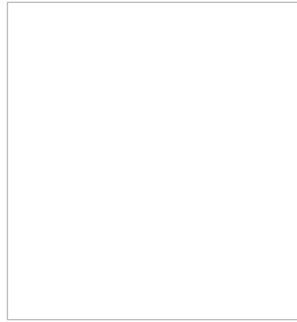
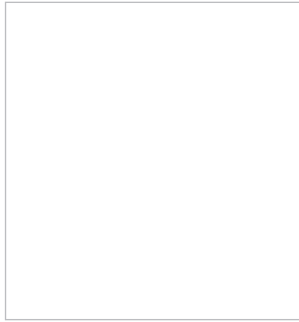
¹ Under special conditions, participants who live within a 50-mile radius of the training site may be allowed to commute on a daily basis. Participants should indicate the need for special consideration on their application form.

- Coordinate and collaborate with other service providers and NIC to secure the necessary resources to provide OWDS training to other offender employment service providers.
- Obtain access to a computer with Internet and CD-ROM capability to complete practicum assignments and e-learning modules, as necessary.
- Assume an integral role in the replication of OWDS training in the jurisdiction.

Computer Application (Form D)

Upon successful completion of the OWDS Partnership Training Program, NIC's OWD Division and the Federal Bureau of Prisons' Federal Prison Industries (UNICOR) will make a refurbished computer available at no cost to each of the primary and cosponsoring agencies. Each computer will have a Pentium class processor, monitor, CD-ROM drive, modem, SVGA video capability, keyboard, and mouse. It is the responsibility of the site receiving the computer to install an operating system and other software applications as required.

The allocation of computers is based on availability, justifiable need, and an agreement to use the computers solely for the purpose of supporting offender workforce development initiatives. NIC and UNICOR reserve the right to reject any request for a computer based on availability or if there appears to be insufficient justification for the request.

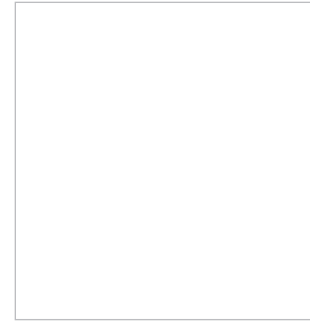
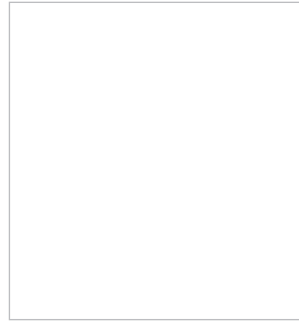


Announcements

The OWDS Partnership Training Program is announced each year in NIC's Service Plan, *Technical Assistance, Information, and Training for Adult Corrections*. In addition, announcements will be included in NIC brochures, at conference workshops and training programs, and on NIC's and NCDA's web sites.

The annual NIC Service Plan is available from the NIC Information Center by calling 800-877-1461 (toll free) or 303-365-4450, ordering or downloading from NIC's web site (www.nicic.org), or sending an e-mail to asknicic@nicic.org.

Note: A Statement of Interest (form A) for OWDS Partnership Training must either be downloaded from NCDA's web site (www.ncda.org) or obtained by calling NCDA at 866-367-6232 (toll free) or 918-663-7060.



Appendix A: Participant Information

All participants are required to meet the combination of work experience and education required for Global Career Development Facilitator certification or provisional certification, to attend and actively participate in the classroom instruction, and to complete all practicum and e-learning assignments.

Training Costs

NIC will pay the following training costs for each participant:

- Training materials.
- Meals.
- Lodging during the training program.
- Approved transportation (to and from) the participant's designated point of departure (air, train, or mileage reimbursement).

Participants are responsible for the following travel and additional costs incurred during training:

- All ground travel between the participant's home or agency and point of departure (airport, train station, etc.) while traveling to and from the training site.
- All ground travel to and from the participant's travel point (airport, train station, etc.) and the NIC training site.
- Additional charges incurred during training (airport parking, rental car, upgrade to a single room, laundry, additional meals or beverages, movies, Internet access, telephone charges, etc.). When participants check in, a representative from the hotel will request a personal credit card or cash deposit to cover any personal charges incurred.
- On the last day of training, participants must check out of the hotel before the designated checkout time and pay for any personal charges incurred.

Accommodations and Meals

NIC reserves and pays for lodging and meals for each participant in the training program. Participants are expected to reside at the training site for the duration of the training program and to attend all scheduled training sessions (barring any unforeseen emergencies). The informal discussions and information exchanged with other participants outside of the classroom are considered an important element of the overall training experience.

Participants are lodged two to a room (two double or larger beds) and are paired by gender as well as smoking or nonsmoking preferences.

Please note: Participants who require special accommodations (e.g., because of disabilities or other medical or health needs) must request these accommodations upon acceptance to the program. Participants who prefer single room accommodations should notify NCDA as soon as possible after acceptance into the training. If single rooms are available, the participant must pay for the upgrade.

Customarily, all participants eat meals together in a restaurant, cafeteria, or another area set aside from the public. In general, a buffet or a minimum of two entrees will be offered for each meal. Information on meals and meal arrangements will be discussed during training. If a participant requires a special diet, the request (with specific dietary requirements) must be made upon acceptance to the program. In addition to meals, two breaks for refreshments are scheduled each day during class time.

Travel

Individuals selected to attend NIC training may choose their means of transportation to the training site, subject to the following conditions.

Travel by Air or Train

- NIC's authorized travel agency will issue one round-trip airline ticket (or train ticket at a cost not to exceed the cost for airfare) from a departure point near the participant's home to the arrival point closest to the training site.
- The ticket is not, under any circumstances, transferable to any other party. If a participant is unable to attend the training, the participant must notify NIC's authorized travel agency so they can credit NIC's account. If the participant has a paper ticket, the ticket must be returned to the National Institute of Corrections, Attn: NIC Academy, 791 Chambers Road, Aurora, CO 80011.
- Changes to airline or train travel reservations can be made by contacting the designated NIC travel agency. The change must not affect the participant's attendance at any session of the training program. Participants are responsible for any increased cost and travel agency fees that result from making changes to their reservations.
- All airline tickets are purchased on a government account that does not allow any additional charges to be added. Refunded tickets automatically return to NIC's government account.

Travel by Personal Automobile

Air or train transportation is provided for participants who live more than 50 miles (one way) from the training site. However, there are times when participants who live more than 50 miles (one way) from the training site may prefer to drive their personal vehicle instead.

To be eligible for mileage reimbursement, participants who live more than 50 miles (one way) from the training site and choose to drive their personal vehicle must receive approval from the National Institute of Corrections prior to their travel. Approved participants are eligible for

mileage reimbursement for one round trip to and from the training location regardless of the number of participants in the vehicle. Mileage reimbursement will be the lesser of:

1. The government rate or special fare NIC would have paid for the lowest cost common carrier (usually air travel) or
2. The rate of reimbursement for driving a personal vehicle (round trip) that is consistent with federal guidelines. NIC will furnish claim forms for mileage reimbursement. The participant must submit the completed forms to the NIC accounting firm for payment. The address will be shown on the form. NIC does not provide mileage reimbursement for participants who drive government-owned vehicles to the training site.

Ground Travel to Training Site

Information on ground transportation between the airport or train station and the training facility will be provided to each participant upon confirmation of acceptance.

Participants who choose to rent a car are advised to reserve the car well in advance of their actual travel date. Participants are responsible for all car rental expenses.

NIC Policies

Smoking is not permitted in the training facility. Smoking is permitted in designated smoking areas only. Participants may smoke during the breaks.

Business casual dress is appropriate for the classroom. Slacks, pantsuits, and comfortable shoes are acceptable; however, jeans, athletic apparel, cutoffs, shorts, beach attire, sandals, flip-flops, etc. are not permitted. Sports clothing with a casual appearance should be considered the minimum level of acceptable dress. Participants

are advised to bring a sweater because of varying temperatures in the classrooms.

There may be a short walk between the hotel and classrooms. Participants should check the local news or weather channel for weather forecasts and plan accordingly.

Participants are advised to bring all personal items (e.g., toiletries, athletic wear, swimming apparel) they will need during their stay at the hotel.

Each participant will receive training manuals along with additional materials during training. Participants should plan to leave room in their luggage to take these materials home because NIC will not mail training materials to participants during the program or after it ends.

Medical and Athletic Services

No medical services are provided at the training site. However, NIC staff can help participants arrange for any necessary medical treatment during training. Participants are responsible for all medical expenses. As a rule, when participants are attending NIC training programs, they should carry information on whom to contact in case of an emergency, medical conditions, current medications, and allergies.

Medical Emergency

To ensure successful completion of the training program, participants must attend the entire course of classroom training. If a participant has a medical emergency that causes him or her to miss more than a few hours of classroom instruction, the participant might not be able to continue the training program. Medical emergencies resulting in missed classroom participation will be handled on a case-by-case basis. NIC will decide whether a participant is permitted to continue the training program.

Athletic Services

When possible, NIC will arrange recreational activities and/or access to exercise facilities during the training program. There may be a minimal charge for use of these facilities.

Participant Contact During Training

Participants should use the hotel phone number as their contact number. Except for emergencies, telephone contact during classroom hours is not permitted. The address and telephone number for the hotel will be included in the participant's letter of confirmation.

Participants are asked to refrain from contacting their home agencies during the training program. Pagers and personal telephones must be turned off or left in a vibrate-only mode during classroom hours. Telephone calls may be returned during breaks only. If an emergency arises during training, participants should contact NIC staff.

NIC prefers that participants do not bring family member or friends with them during training, as this tends to distract participants from the learning environment. Participants are expected to devote their full attention to the training program.

Course Requirements

The OWDS Partnership Training Program is very demanding and requires a sustained effort over a period of approximately 6 months. It is critical for participants to negotiate with their supervisors for the time needed for classroom, e-learning, and practicum activities. An overall grade of 70 percent is required to successfully complete the training program.

Videotaped Presentation

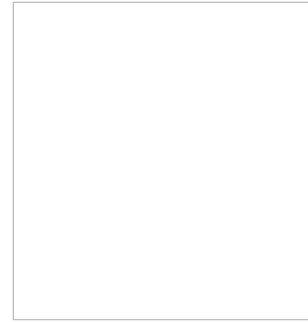
As part of the program, participants are required to prepare a videotaped interview of an offender/defendant. Preparation and videotaping of the interview will be done outside of the formal class time. Videotapes and documentation will be evaluated and graded by instructional staff.

Practicum Assignments

Participants are required to complete practicum activities that will be evaluated and graded by instructional staff. These activities may include, but are not limited to, reading and writing assignments, structured offender/defendant interviews, visits to resource sites, journal entries, completion of assessment instruments, and development of action plans. These assignments must be successfully completed to meet the course requirements.

Team Requirements

Each team will be responsible to develop an action plan for providing instruction to other service providers in their community. Each plan will be formally presented during the final week of classroom training. In addition, each team is required to submit a written plan to NIC.



Appendix B: CCE Certification Requirements

Each participant is strongly encouraged to apply for Global Career Development Facilitator certification through the Center for Credentialing and Education, Inc. This certification is a prerequisite for OWDS Instructor Training. A combination of education, training, and experience is required to obtain certification. The OWDS Partnership Training Program is designed to prepare individuals to meet the training requirements for this certification. Participants are responsible for obtaining and maintaining certification, including payment of required fees and documentation of Continuing Education Units (CEUs). Information about certification is available from CCE and NCDA.

Education and Work Experience

All requirements for education and work experience are subject to CCE verification.

Graduate Degree and 1,400 Hours. One year of professional experience is

equivalent to approximately 1,400 hours. An individual with 1 year of experience in career counseling and a master's degree in a related field will meet the education and experience requirements for GCDF certification.

Bachelor's Degree and 2,800 Hours. Two years of professional experience is equivalent to approximately 2,800 hours. An individual with 2 years of experience and a bachelor's degree in a related field will meet the education and experience requirements for GCDF certification.

Two Years of College Credit and 4,200 Hours. Three years of professional experience is equivalent to approximately 4,200 hours. An individual with 3 years of experience and 2 years of college credit will meet the education and experience requirements for GCDF certification.

High School Diploma or General Equivalency Diploma and 5,600 Hours. Four years of professional experience is equivalent to approximately 5,600 hours. An individual without a college education may become certified

if he or she has approximately 4 years of eligible work experience. All eligible work experience must have been completed after high school graduation or after receiving a General Equivalency Diploma.

Training

In addition to the education and work experience requirements set forth by CCE, participants must study a curriculum (such as the OWDS Partnership Training Program) that contains the following characteristics:

- It addresses the competencies required for GCDF certification.
- It includes 120 contact hours of training by a CCE-approved provider.
- It is approved by CCE.

The OWDS Training Program that NIC offers exceeds the above requirements.

Consultation and Supervision

Applicants must agree to seek assistance from a licensed or credentialed professional, such as a career development training instructor or a master trainer, when they have questions or concerns about practicing outside the scope of their area of competency or training.

GCDF Certification: A Four-Step Process

The four steps in the certification process include completing the documentation, submitting the documentation, reviewing the documentation, and receiving certification.

1. **Completing the Documentation.** Applicants must complete the GCDF Certification Application and the Experience Form. A

copy of the form will be provided during training.

2. **Submitting the Documentation.** Applicants must submit the forms completed in Step 1, an official copy of their college transcript showing the number of hours (years) completed or degree earned, and their OWDS Training Program certification to verify that the required training has been completed successfully.

A full 5-year certification requires payment of a fee, which is subject to change at CCE's discretion. Participants are encouraged to contact CCE directly to verify the required payment before submitting the application packet. Once participants complete and sign all documents, they should send the application packet and payment to CCE.

3. **Documentation Review.** The CCE review and approval process normally takes 4 to 6 weeks. If additional information is needed, the participant will receive written notification.
4. **Certification.** Once the application is approved, the applicant will receive written notification of certification and the certificate will be sent to the applicant shortly thereafter.

Completed applications and payment should be sent to the following address:

Center for Credentialing and Education, Inc.
3 Terrace Way, Suite B
Greensboro, NC 27403
336-482-2852
Web site: www.cce-global.org

Provisional Certification

If the applicant does not meet the training or work experience requirements, he or she may be eligible to receive a 2-year provisional certification, as follows:

- If the applicant meets the work experience and education requirements but does not meet the training requirement, he or she must complete the required training and apply for certification.
- If the applicant meets the training and education requirements but does not meet the work experience requirement, he or she must complete the required hours to meet the work experience requirement and apply for certification.

Provisional certification requires payment of a fee. At the end of the 2-year period, applicants must pay a fee to renew their status or to obtain a 5-year certification.

Fees are subject to change. Therefore, participants are encouraged to contact CCE to verify the amount of certification fees.

Annual Update and Maintenance Fee

Annually, GCDFs must attest that they have sought consultation when they had concerns, questions, or doubts about whether they were practicing outside their areas of competency or training. In addition, facilitators must annually review and attest that they have adhered to the GCDF Code of Ethics. These two requirements are part of the statement that is submitted along with the annual maintenance fee.

Depending on the original certification date, individuals will receive an invoice from CCE for the annual maintenance fee, which is subject to change. If a participant does not receive an invoice, he or she should notify CCE.

Recertification Process

To extend certification after the initial 5-year period, participants must complete 75 contact hours of continuing education or training during the 5-year period in which the license was held. These 75 hours of training can be in the form of

workshops, in-service training, conferences, or formal course work. The training received must relate directly to one of the competencies defined for a GCDF. However, individuals may submit a request to include up to 15 hours of education or training that is not related to the competencies as part of their 75 contact hours. CCE may require written proof that a participant has completed the continuing education or training.

NIC's OWD Division may provide some of the training required for continued certification (e.g., conference workshops, distance learning, Academy-based training, and/or onsite training).

GCDF Code of Ethics

The applicant must carefully read and agree to follow the GCDF Code of Ethics described below.

In 1999, CCE developed the following statement of ethics for certified Global Career Development Facilitators. It explains how Offender Workforce Development Specialists are expected to conduct themselves both on the job and off the job. It also defines those behaviors that could result in censure or even loss of certification.

Section A: General

1. The GCDF will adhere to this Career Development Facilitator Code of Ethics.
2. GCDFs recognize the extent of their training and only provide services and use techniques for which they are qualified by training and/or supervised experience. GCDFs recognize that their competency is in career assistance, not in career counseling or psychotherapy.
3. GCDFs improve practices and services through continuing education and in-service practice throughout their careers. They operate within the limits of the GCDF scope of practice.

4. The use of assessment instruments or procedures must be within the GCDF's scope of training.
5. Each GCDF is responsible to balance client and organizational needs.
6. GCDFs avoid public behavior that is clearly in violation of accepted moral and legal standards.
7. GCDF products and services, including classroom instruction, public lectures, demonstrations, written articles, radio or television programs, or other types of media, must meet the criteria cited in all sections of these standards.
8. The GCDF will maintain confidentiality regarding content discussed with clients and client records unless federal, state, or employing institution laws and policy require disclosure.
6. When computer applications are used, the GCDF must ensure that:
 - a. The client is intellectually, emotionally, and physically capable of using the computer application.
 - b. The computer application is appropriate for the client's needs.
 - c. The client understands the purpose of the computer application.
 - d. Client followup is provided both to correct possible problems (misconceptions or inappropriate use) and to assess further needs.
7. GCDFs will not be sexually, physically, or intimately involved with clients.
8. GCDFs do not condone or engage in sexual harassment that includes deliberate or repeated comments, gestures, or physical contact of a sexual nature.

Section B: Relationship With Clients and Employers

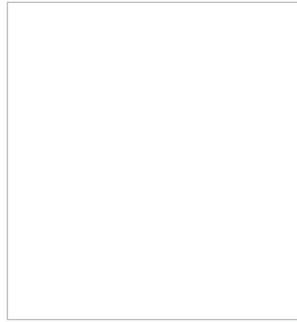
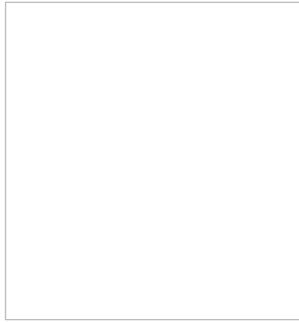
1. GCDFs must recognize and advocate for client freedom of choice in GCDF services.
2. The GCDF/client relationship and information resulting from this relationship must be kept confidential, consistent with the obligations of the GCDF's employment setting.
3. If the GCDF cannot assist the client or if the client's needs are outside the GCDF's scope of practice, the GCDF will identify and refer properly.
4. The GCDF must alert the employer to conditions that may be potentially disruptive or damaging to the welfare of clients and the goals of the agency.
5. The GCDF must inform the employer of conditions that may limit his or her effectiveness.

9. GCDFs do not bring their personal or work issues into the GCDF/client relationship.
10. GCDFs are aware of the impact of stereotyping and discrimination (i.e., biases based on age, disability, ethnicity, gender, race, religion, or sexual orientation) and guard the client's individual rights and personal dignity.

Section C: Consultation/Supervision

1. GCDFs must establish working relationships and agreements with consultants, supervisors, employers, and/or subordinates regarding the GCDF/client relationship, confidentiality, the distinction between public and private materials, maintenance and dissemination of recorded information, workload, and accountability. Working agreements in each instance should be specified and made known to those concerned.

-
- GCDFs will seek consultation/supervision whenever they have concerns, questions, or doubts that they may be practicing outside of their competency area or outside the GCDF scope of practice.



Appendix C: Program Evaluation

NIC's OWD Division has developed a process to measure the goals and objectives of the OWDS Partnership Training Program. The OWDS evaluation process consists of two stages: (1) Program Evaluation, which assesses the participants, trainers, and curriculum, and (2) Outcome Measurement, which measures posttraining impact. Each stage includes three evaluation objectives that help guide the evaluation process, as outlined below.

Stage 1: Program Evaluation

- **Evaluation Objective 1: Gather Population Information.** Gathering population information enables the evaluator to compile demographic information such as participants' education level and primary work responsibilities. This information provides trainers and administrators with a profile of the training attendees.
- **Evaluation Objective 2: Assess Participant Satisfaction.** This objective assesses participants' perceptions

of the training. The information, which is gathered by Likert scaling (a 1–5 numeric rating), includes the degree to which training met participants' expectations, the relevance to their work, and their satisfaction with the facilitators.

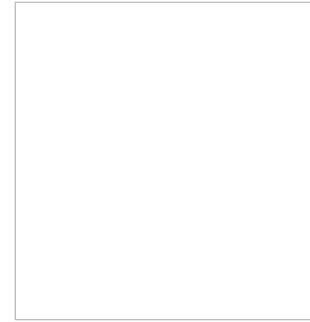
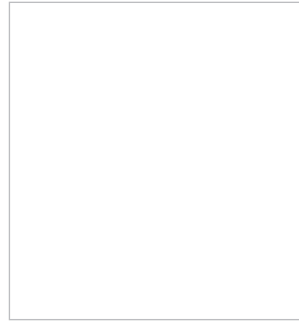
- **Evaluation Objective 3: Measure Performance.** This objective measures participants' knowledge of the OWDS curriculum. Measurement at this level compares the scores of a 110-question pretest and posttest. The difference in the overall test scores and in each module within the tests indicates changes in performance.

Stage 2: Outcome Measurement

- **Evaluation Objective 1: Evaluate Use of Skills/Competencies.** This objective evaluates whether the skills learned during training were used on the job.

-
- **Evaluation Objective 2: Determine Impact on Service Delivery Systems.** On a macro level, a service delivery system is the agency/organization; on a micro level, a service delivery system is the trainers and their participants. Therefore, this evaluation objective explores the long-term impact on the agency, trainers, and participants.

- **Evaluation Objective 3: Measure Impact on the Offender.** Evaluation at this level measures the impact that the training of the practitioner has on the offender. This level is most suited for an independent study conducted by researchers in the field of social science or criminal justice.



Appendix D: Copyright Restrictions for OWDS Training Materials

OWDS training materials are copyrighted by the National Career Development Association and therefore have copyright restrictions. The primary sponsoring agencies that have entered into formal OWDS Partnership Training with NIC are solely authorized to use and copy OWDS training materials indefinitely upon a one-time purchase of the material from NCDA based on the following conditions:

- The primary sponsoring agency must notify NIC and NCDA of the designated OWDS Program Manager, who is responsible for maintaining the integrity of the OWDS training materials.
- The primary sponsoring agency must notify NIC and NCDA of any changes in OWDS Program Managers.
- The copyrighted OWDS training curriculum is authorized for use by OWDS-certified instructors in OWDS training programs conducted by the primary sponsoring agency. **Note:** Building Career Facilitation Skills Modules, which participants receive during OWDS training, are not copyrighted and, therefore, may be used by other agencies and individuals.
- The designated OWDS Program Manager will be responsible for incorporating updates to the curriculum; NIC or its designee will provide these free updates periodically.
- The right to reproduce, distribute, or store the training materials in a database or retrieval system within the primary sponsoring agency will be considered null and void if the agency is found in noncompliance with the conditions as set forth.

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