



National Institute of Corrections
July 2004

Technical Assistance, Information, and Training for Adult Corrections

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

Service Plan
October 1, 2004–September 30, 2005

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

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July 2004

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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:

This document presents the National Institute of Corrections' (NIC's) service plan for fiscal year 2005, which begins on October 1, 2004. It describes information services, technical assistance, and training programs for correctional practitioners working in all corrections disciplines in federal, state, and local adult corrections agencies.

As an agency within the Federal Bureau of Prisons, we have designed our programs to support our mission as a center of correctional learning and experience. To this end, we strive to develop programs that address areas of emerging interest and concern to public policymakers, corrections executives, and practitioners and to respond to client agencies and staff with relevant and useful assistance to improve their corrections systems.

Our activities are designed to help you meet the challenges of today's corrections environment in your organization, with your career, with your staff, and with the offenders you manage. We will announce updates to this plan on our Web site (www.nicic.org) throughout the year and encourage you to visit our Web site regularly.

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

Morris L. Thigpen
July 2004

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

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

Notice

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

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

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

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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. All adult corrections also are served by the Academy Division, the NIC Information Center, and the Office of Correctional Job Training and Placement (OCJTP). The special projects segment of NIC's Administrative Division coordinates NIC's interagency programs and special projects. The Office of International Assistance provides information to practitioners from other countries.

NIC's administrative offices, Community Corrections/Prisons Division, Administration Division (which includes special projects), Office of International Assistance, and OCJTP are located in Washington, D.C. The Jails Division, Academy Division, Information Center, and NIC Training Center are located in Longmont, Colorado.

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All Corrections Disciplines: Programs and Services

All Corrections Disciplines: Programs and Services

Leadership and Management

Training Programs

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

32-Hour Satellite/Internet Broadcast

- Senior-Level Leadership Training

3-Hour Satellite/Internet Broadcast

- Correctional Leadership Competencies for the 21st Century

NIC e-Learning

- The Role of the Correctional Leader/Manager
- Supervisory Knowledge and Skills To Support Evidence-Based Practices

Helping Agencies Build Capacity for Training

Training Programs

- Training for Agency Training Coordinators/Training Directors
- Training Design and Development
- Building Training Capacity in Small Agencies

32-Hour Satellite/Internet Broadcast

- Strategies for Building Effective Work Teams

3-Hour Satellite/Internet Broadcast

- What Is the National Institute of Corrections?

Regional Training Initiative

Addressing Staff Sexual Misconduct

Training Programs

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

Technical Assistance

Publications

Offender Job Training, Placement, and Retention

Training Program

- Offender Workforce Development Specialist
- Offender Workforce Development Specialist Training Partnership

Women Offenders

Training Programs

- Women Offenders: Developing an Agencywide Approach
- Women Offenders: Critical Policy Issues

Publications

Web Page

Correctional Health Care

Technical Assistance

- Offender Mental Health Services

Publications

Offender Transition Supervision

3-Hour Satellite/Internet Broadcast

- Utilizing Family and Community in Offender Transition and Supervision

Leadership and Management

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

TRAINING PROGRAMS

Executive Excellence

Who Should Attend

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

Description

This 10-month executive development program offers innovative learner-centered and competency-based training for future leaders of corrections agencies. The program is based on four models: (1) the developmental model: to be successful, the future correctional executive must possess a substantive knowledge of the corrections field and 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 leader must have a clear vision, both personally and professionally, think strategically, be action oriented, and be an ethical leader, continuous learner, collaborator and team builder, catalyst for change, risk taker, and politician; and (4) the executive leadership developmental model: participants create an action-oriented plan to help ensure future success. The 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.

NIC TRAINING CENTER LONGMONT, CO

Dates: May 8–20, 2005

Program: 05–E9001

Applications Due: Feb. 8, 2005

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (page 157).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 155) and the supplemental information requested in the program description. Individuals may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

SEE ALSO ...

NIC Learning Center at www.nicic.org
for application forms and instructions.

Application Requirements

Applicants must attach to Form A (page 155) a resume that describes their current responsibilities, an agency organization chart, and a statement of their need for this program and commitment to complete it. Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

See “NIC Training Center Programs in Longmont, Colorado” (page 135) for logistical information.

Contact

Robert M. Brown, Jr., Academy Division; toll-free telephone: 800–995–6429;
e-mail: rbrown@bop.gov.

Correctional Leadership Development

Who Should Attend

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

Description

This 70-hour program is based on the Leadership Challenge Model® developed by James Kouzes and Barry Posner and addresses five leadership practices: (1) challenging the process, (2) inspiring a shared vision, (3) enabling others to act, (4) modeling the way, and (5) encouraging the heart. A 360-degree feedback instrument assesses the participant's behavior against these five leadership practices. Other instruments, such as the Myers-Briggs Type Indicator, the Profile of Organizational Influencing Strategies, and the Multi-Factor Leadership Questionnaire for Teams, assess psychological type, power bases, and team strategies used by course participants. An outdoor day experientially focuses on team efforts through an urban orienteering process. Through the use of instrumentation, participant dialogue, systems thinking, and experiential activities, participants identify their leadership strengths and create a personal leadership development plan.

Application Requirements

Part I: Applicants must attach to Form A (page 155) a brief statement of their responsibilities (including how long they have held their current or other management position), an organization chart that clearly indicates their role in the agency, and a statement of their need and intended use of the new knowledge and skills that will be acquired in the program if they are selected. Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

Part II: After notification of selection, participants will be assigned several 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 Center Programs in Longmont, Colorado" (page 135) for logistical information.

Contacts

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

NIC TRAINING CENTER LONGMONT, CO

Dates: Apr. 5–15, 2005

Program: 05–M101

Applications Due: Jan. 5, 2005

Dates: July 12–22, 2005

Program: 05–M102

Applications Due: Apr. 12, 2005

Dates: Sept. 13–23, 2005

Program: 05–M103

Applications Due: June 15, 2005

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

PARTNERSHIP SITES*

Dates: Host sites recommend dates.

Host Applications Due: Dec. 10, 2004,
Mar. 4, 2005

*When dates and sites are selected,
they will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org
for application forms and instructions.

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

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

Description

This three-phase training program (36 hours per phase) is conducted over 18 months and is delivered to participants in specific agencies. The program phases address strategies that help participants deal with change, understand the emerging role of the correctional manager/leader, and build organizational capacity. Technological advances to enhance the learning experience, such as e-Learning, may be included.

Application Requirements for the MDF Series

Agencies interested in this program must submit Form B (page 157) and attach a statement that indicates their commitment to participate in the three-phase skills-based program, which totals 108 hours over 18 months. Final selection and scheduling of the MDF program is contingent on the organization's commitment and preparedness to support the program actively and sponsor participants in their learning prior to and throughout the program. The organization's commitment to reinforce participant learning and encourage on-the-job application of new skills following the training will also be considered.

See "Partnership Programs" (page 147) for more information.

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

Contacts

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

Management Development for Women and Minorities

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach to Form A (page 155) a statement that describes their current position and responsibilities, the number of years they have held a management position, their 5-year career goal, and how this program will benefit them and their agency. Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

See "NIC Training Center Programs in Longmont, Colorado" (page 135) for logistical information.

Contact

Nancy Shomaker, Academy Division; toll-free telephone: 800-995-6429; e-mail: nshomaker@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: Nov. 15–19, 2004

Program: 05–M1001

Applications Due: Aug. 13, 2004

Dates: Mar. 14–18, 2005

Program: 05–M1002

Applications Due: Dec. 13, 2004

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

**NIC TRAINING CENTER
LONGMONT, CO****Dates:** June 13–17, 2005**Program:** 05–M1003**Applications Due:** Feb. 25, 2005

Advanced Management Strategies for Women and Minorities

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach to Form A (page 155) an organization chart and a statement that describes their current position and responsibilities, the types and dates of promotions they have received over the past 5 years, and a summary of the changes they have made in the way they do business as a result of their attendance at the basic class (either Management Development for Women and Minorities or Management Development for a Diverse Workforce).

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC Training Center Programs in Longmont, Colorado” (page 135) for logistical information.

Contact

Nancy Shomaker, Academy Division; toll-free telephone: 800–995–6429; e-mail: nshomaker@bop.gov.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

Strategies for Building Effective Work Teams

Who Should Attend

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

Description

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

Application Requirements for Longmont, Colorado

Applicants must attach to Form A (page 155) a statement that describes the organizational structure of their work units, the primary mission and goals of the units, and how this program will help applicants make quality improvements in their units and agency. For team applications, each team member *must* submit Form A, but only one supplemental statement for the team is required.

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC Training Center Programs in Longmont, Colorado” (page 135) for logistical information.

Application Requirements for Partnership Sites

Agencies interested in hosting this program must submit Form B (page 157). See “Partnership Programs” (page 147) for more information.

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

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

Contacts

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e-mail: mdooley@bop.gov.

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

NIC TRAINING CENTER LONGMONT, CO

Dates: June 20–24, 2005

Program: 05–S4701

Applications Due: Mar. 18, 2005

PARTNERSHIP SITES*

Dates: Host sites recommend dates.

Program: 05–R010

Host Applications Due: Dec. 10, 2004

Dates: Host sites recommend dates.

Program: 05–R011

Host Applications Due: Mar. 4, 2005

*When dates and sites are selected, they will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org
for application forms and instructions.

PARTNERSHIP SITES***Dates:** Host sites recommend dates.**Program:** 05–R012**Host Applications Due:** Dec. 10, 2004**Dates:** Host sites recommend dates.**Program:** 05–R013**Host Applications Due:** Mar. 4, 2005**Dates:** Host sites recommend dates.**Program:** 05–R014**Host Applications Due:** Mar. 4, 2005

*When dates and sites are selected, they will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

Public and Media Relations

Who Should Attend

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

Description

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

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 157). After acceptance as a site, the site coordinator must obtain completed Form A applications (page 155) from proposed participants. See “Partnership Programs” (page 147) for more information.

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

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

Contact

Mike Dooley, Academy Division; toll-free telephone: 800–995–6429; e-mail: mdooley@bop.gov.

32-HOUR SATELLITE/INTERNET BROADCAST

Senior-Level Leadership Training

Who Should Attend

Deputy wardens, undersheriffs, assistant jail administrators, and assistant chief parole and probation officers.

Description

The National Institute of Corrections and the Federal Bureau of Prisons will host this 32-hour broadcast, which is designed for senior managers who want to increase their capacity to guide institutional operations, staff, and inmates. The broadcast will cover a wide range of current issues. Topics that will be addressed include leadership skills for organizational success, methods of overcoming barriers to advancement, personal growth critical to effective leadership, and career development.

Application Requirements

Agencies interested in hosting this satellite/Internet training must submit Form D (page 161). Agencies may also complete a registration form online at www.nicic.org. See “Satellite/Internet Broadcasts” (page 113) for additional information.

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

Contacts

Program content:

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Gloria Lecero-Montgomery, Federal Bureau of Prisons Management and Specialty Training Center; telephone: 303-340-7922; e-mail: glecero@bop.gov.

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429; e-mail: ewolahan@bop.gov.

32-HOUR BROADCAST*

Site Coordinator/Facilitator Training

Dates: May 10–11, 2005

Program: 05–S8001

Applications Due: April 11, 2005

Training Program

Dates: Aug. 22–26, 2005

Program: 05–S8002

*When sites are selected, they will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

3-HOUR SATELLITE/INTERNET BROADCAST

3-HOUR BROADCAST*

Date: Mar. 2, 2005

Program: 05–S9002

Applications Due: Feb. 28, 2005

*When sites are selected, they will be posted at www.nicic.org.

Correctional Leadership Competencies for the 21st Century

Who Should Attend

Executives and senior-level leaders, managers, and supervisors working in jails, prisons, and community corrections.

Description

The correctional environment has dramatically changed over the years. The practitioner skills once needed to do the job are now far more complex. Technological, economic, political, and sociological changes demand new competency requirements.

This 3-hour satellite/Internet broadcast focuses on the core competencies applicable to correctional executives and senior-level leaders, managers, and supervisors. The broadcast will assist the field of corrections with succession planning for leadership positions, provide a framework for developing appropriate training curricula, target external resources needed for staff development, and create a strategy for both personal and professional staff development.

Application Requirements

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 159). Agencies may also complete a registration form online at www.nicic.org. See “Satellite/Internet Broadcasts” (page 113) for additional information.

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

Contacts

Program content: John Eggers, Ph.D., Academy Division; toll-free telephone: 800–995–6429; e-mail: jeggers@bop.gov.

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division; toll-free telephone: 800–995–6429; e-mail: ewolahan@bop.gov.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

NIC e-LEARNING

The Role of the Correctional Leader/Manager



Audience

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

Description

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

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

Course Objectives

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

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

Expected Duration

2 hours

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

For additional information, see “NIC Learning Center,” page 121.

Enrollment Eligibility

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

Contact

John Eggers, Ph.D., Academy Division: toll-free telephone: 800–995–6429;
e-mail: jeggers@bop.gov.

Supervisory Knowledge and Skills To Support Evidence-Based Practices



Audience

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

Description

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

Course Objectives

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

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

Expected Duration

12 hours

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

- Overview of evidence-based practices.
- Components of an evidence-based practice model.

- Staff training and retraining, including motivating, coaching, and problem solving.
- Collaborative strategies.
- Monitoring, assessment, and performance measures.
- Making or leading the change to evidence-based practices.

Enrollment Eligibility

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

Contact

Carla Smalls, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 43066, or 202-514-3066; e-mail: csmalls@bop.gov.

Helping Agencies Build Capacity for Training

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

TRAINING PROGRAMS

Training for Agency Training Coordinators/Training Directors

Who Should Attend

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

Description

This 32- to 36-hour program teaches participants how to develop and direct corrections training to ensure that it achieves the agency's mission and is used strategically in agency management, planning, and problem solving. Participants learn how to develop a training capacity that includes (1) a clearly articulated training mission and goals, (2) supportive training policies and procedures, (3) a prescriptive annual training plan designed to address problems in agency operations and management, (4) participant-centered delivery strategies, (5) cost-effective alternatives to classroom-based training, (6) well-organized and comprehensive documentation, and (7) assessment of effectiveness in teaching skills, problem solving, and achieving training and agency mission and goals. This program emphasizes a strategic approach to training and the measurement of its impact on day-to-day on-the-job performance beyond the learning environment and of the resulting benefits to the agency. During the program, participants complete a comprehensive assessment of their training program and develop a plan for improvements.

NIC TRAINING CENTER LONGMONT, CO

Dates: Mar. 6–11, 2005

Program: 05–S811

Applications Due: Dec. 6, 2004

Dates: June 5–10, 2005

Program: 05–S812

Applications Due: Mar. 4, 2005

PARTNERSHIP SITES*

Dates: Dec. 6–9, 2004

Program: 05–R001

Host Applications Due: Sept. 6, 2004

Dates: Feb. 7–10, 2005

Program: 05–R002

Host Applications Due: Nov. 8, 2004

Dates: Sept. 26–29, 2005

Program: 05–R003

Host Applications Due: June 27, 2005

*When sites are selected, they will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org
for application forms and instructions.

Application Requirements for Longmont, Colorado

Applicants must complete Form A (page 155). Applicants whose job title *does not* contain “training coordinator” or “training director” must include a statement indicating they currently serve as the agency or institution training coordinator/training director or will soon assume that role.

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC Training Center Programs in Longmont, Colorado” (page 135) for logistical information.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 157). See “Partnership Programs” (page 147) for more information.

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

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

Contact

Tom Reid, Academy Division; toll-free telephone: 800-995-6429;
e-mail: treid@bop.gov.

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: Apr. 3–8, 2005

Program: 05–S101

Applications Due: Jan. 3, 2005

Dates: July 24–29, 2005

Program: 05–S102

Applications Due: Apr. 25, 2005

Training Design and Development**Who Should Attend**

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

Description

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

Application Requirements for Longmont, Colorado

Applicants must attach to Form A (page 155) a copy of a certificate or other document to show completion of a basic training-for-trainers course. Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC Training Center Programs in Longmont, Colorado” (page 135) for logistical information.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 157). See “Partnership Programs” (page 147) for more information.

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

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

Contact

Tom Reid, Academy Division; toll-free telephone: 800-995-6429;
e-mail: treid@bop.gov.

PARTNERSHIP SITES*

Dates: Oct. 18–22, 2004

Program: 05–R004

Host Applications Due: July 19, 2004

Dates: Aug. 22–26, 2005

Program: 05–R005

Host Applications Due: May 23, 2005

*When sites are selected, they will be posted at www.nicic.org.

Building Training Capacity in Small Agencies

Who Should Attend

Staff from small correctional agencies who are responsible for developing and coordinating staff training (new employee, field training officer (FTO), and inservice training) as a full- or part-time duty. Experience or previous training as a trainer is helpful but not required.

Description

A variety of training programs that address the unique issues of small agencies are available as partnership programs, including Small Agency FTO/OJT Program Development, Small Agency Training Coordinator Training, and specialized training capacity-building programs. The initiative stresses formal but cost-effective in-house training development and delivery that recognizes the typical staffing and resource limitations of a small correctional agency. This initiative helps small agencies train a part-time training coordinator and develop a formal new employee FTO/on-the-job (OJT) program and an in-house annual training plan. Agencies learn how to develop a variety of alternative training delivery strategies to increase training hours, topics, and effectiveness; lower costs; and enhance employee performance.

PARTNERSHIP SITES*

Dates: Host sites recommend dates.

Program: 05–R006

Host Applications Due: Dec. 10, 2004

Dates: Host sites recommend dates.

Program: 05–R007

Host Applications Due: Dec. 10, 2004

Dates: Host sites recommend dates.

Program: 05–R008

Host Applications Due: Mar. 4, 2005

Dates: Host sites recommend dates.

Program: 05–R009

Host Applications Due: Mar. 4, 2005

*When dates and sites are selected, they will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org
for application forms and instructions.

Application Requirements for Partnership Programs

Agencies interested in hosting a small agency training capacity-building program on behalf of their region should call Tom Reid before submitting Form B (page 157). NIC urges agencies to make arrangements early in the cycle to ensure consideration.

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

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

Contact

Tom Reid, Academy Division; toll-free telephone: 800-995-6429;
e-mail: treid@bop.gov.

32-HOUR SATELLITE/INTERNET BROADCAST

Strategies for Building Effective Work Teams

Who Should Attend

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

Description

This 32-hour program provides participants from correctional organizations with strategies for developing, implementing, managing, and evaluating work teams within a work unit and agencywide. It covers individual and group leadership techniques, group dynamics, characteristics of performance-based work teams, team-based dialogue, and overcoming organizational barriers to team development.

Application Requirements

Agencies interested in hosting this satellite/Internet training must submit Form D (page 161). Agencies may also complete a registration form online at www.nicic.org. See “Satellite/Internet Broadcasts” (page 113) for additional information.

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

Contacts

Program content: Mike Dooley, Academy Division; toll-free telephone: 800-995-6429; e-mail: mdooley@bop.gov.

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429; e-mail: ewolahan@bop.gov.

32-HOUR BROADCAST*

Site Coordinator/Facilitator Training

Dates: June 13–16, 2005

Program: 05–S8003

Applications Due: May 13, 2005

Training Program

Dates: Sept. 11–16, 2005

Program: 05–S8004

*When sites are selected, they will be posted at www.nicic.org.

SEE ALSO . . .

Strategies for Building Effective Work Teams (page 11).

3-HOUR SATELLITE/INTERNET BROADCAST

3-HOUR BROADCAST*

Dates: Feb. 9, 2005

Program: 05–S9001

Applications Due: Feb 7, 2005

*When sites are selected, they will be posted at www.nicic.org.

What Is the National Institute of Corrections?

Who Should Attend

Individuals working in prisons, jails, and community corrections environments who would like to learn more about the National Institute of Corrections.

Description

During this 3-hour satellite/Internet broadcast, representatives from NIC's divisions and Information Center will share information on the services NIC provides to corrections professionals. Topics that will be covered include NIC resources available to enhance an agency's existing staff training, inmate services and programming, and avenues of professional development for corrections executives.

Application Requirements

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 159). Agencies may also complete a registration form online at www.nicic.org. See "Satellite/Internet Broadcasts" (page 113) for additional information.

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

Contacts

Program content: Launa Kowalczyk, Academy Division; toll-free telephone: 800–995–6429; e-mail: lkowalczyk@bop.gov.

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division; toll-free telephone: 800–995–6429; e-mail: ewolahan@bop.gov.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

REGIONAL TRAINING INITIATIVE

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

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

Description

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

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

The goals of the Regional Training Initiative are to—

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

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

Application Requirements

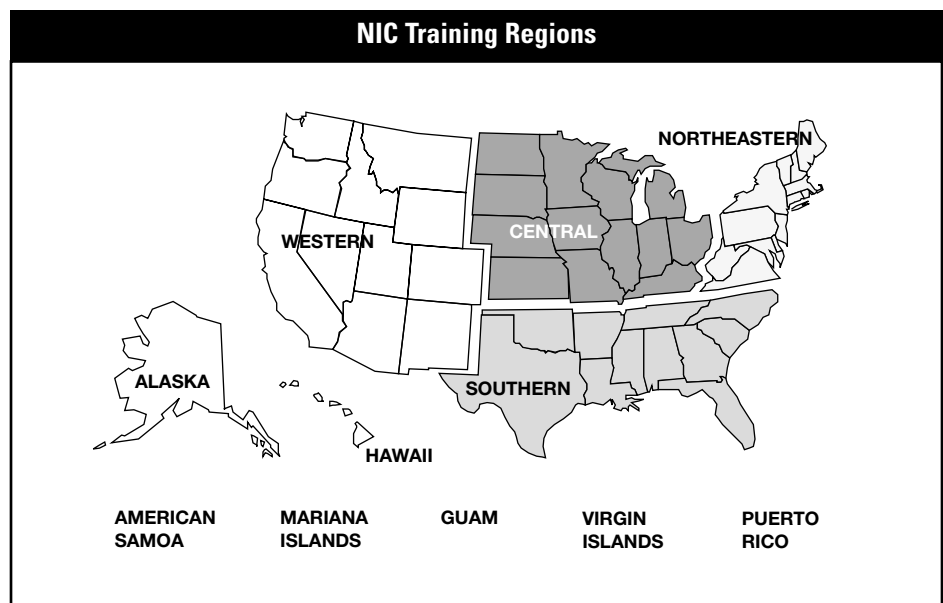
Individuals interested in becoming part of the national network of RFCs must submit Form E, Application for Regional Field Coordinator (page 163), which is also available on the NIC Web site (www.nicic.org).

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

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

Contact

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



Addressing Staff Sexual Misconduct

TRAINING PROGRAMS

Addressing Staff Sexual Misconduct With Offenders

Who Should Attend

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

Description

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

Application Requirements

Each team member must complete Form A (page 155); only one supplementary statement for the team is required. The statement must describe the agency's current policy or practices for responding to sexual misconduct, the status and stipulations of state law, and the agency's investigative procedures related to staff sexual misconduct.

Each team member may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See "NIC-Paid Training Beyond Longmont, Colorado" (page 141) for more information.

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

Dates: Mar. 6–11, 2005

Program: 05–H3401

Applications Due: Dec. 6, 2004

SEE ALSO . . .

NIC Learning Center at www.nicic.org
for application forms and instructions.

Contacts

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

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

AMERICAN UNIVERSITY SCHOOL OF LAW WASHINGTON, DC

Dates: July 10–15, 2005

Program: 05-H3402

Applications Due: Apr. 11, 2005

Investigating Allegations of Staff Sexual Misconduct With Offenders

Who Should Attend

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

Description

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

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

Application Requirements

Each team member must complete Form A (page 155); only one supplemental statement for the team is required. The statement must describe the agency's current policies or practices for responding to sexual misconduct and related investigative policy, the status and stipulations of state law, the agency's investigative procedures related to staff sexual misconduct, and any actions taken by the agency under a previously developed action plan to address this issue.

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

Preference will be given to agencies that have completed the Addressing Staff Sexual Misconduct With Inmates training program. See "NIC-Paid Training Beyond Longmont, Colorado" (page 141) for more information.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

Contacts

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

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

TECHNICAL ASSISTANCE

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

For more information and to apply for technical assistance, see “Technical Assistance” (page 107).

For more information and to apply for technical assistance, see “Technical Assistance,” page 107.

PUBLICATIONS

The following resources on staff sexual misconduct are available from NIC:

- “Addressing Staff Sexual Misconduct with Inmates” (participant training manual).
- “Addressing Staff Sexual Misconduct,” satellite/Internet broadcast held on December 12, 2001 (videotape).
- “Investigating Allegations of Staff Sexual Misconduct with Inmates” (training resource).
- *Sexual Misconduct in Prisons: Law, Remedies, and Incidence*.
- *Staff Sexual Misconduct with Inmates: Policy Development Guide for Sheriffs and Jail Administrators*.

To request copies, see “Information Services” (page 101).

Offender Job Training, Placement, and Retention

The Office of Correctional Job Training and Placement (OCJTP) was legislatively established within NIC in March 1995 to encourage and support job training and placement programs by providing technical assistance, training, and information services for adult offenders in custody or under community supervision and ex-offenders.

TRAINING PROGRAM

SITE TO BE DETERMINED*

Week 1 (05–T322): Jan. 23–28, 2005
 Week 2 (05–T323): Mar. 7–11, 2005
 Week 3 (05–T324): Apr. 18–22, 2005
 Applications Due: Oct. 25, 2004

SITE TO BE DETERMINED*

Week 1 (05–T325): July 31–Aug. 5, 2005
 Week 2 (05–T326): Sept. 12–16, 2005
 Week 3 (05–T327): Oct. 24–28, 2005
 Applications Due: Apr. 29, 2005

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

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

*When sites are selected, they will be posted at www.nicic.org.

Offender Workforce Development Specialist

Who Should Attend

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

The primary sponsoring agency must be a federal, state, or local public correctional agency that provides employment services directly or indirectly for people with criminal records. The agency is responsible for the submission of all information requested for training consideration. The primary sponsoring agency may determine the exact composition of the six-person team, which may include employees from the same organization. Partnerships that comprise multiple organizations are strongly encouraged.

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

All members of the team must have the education and experience to qualify for certification or provisional certification as a career development facilitator (CDF) (see the administrative guide mentioned under “Application Requirements”). The Offender Workforce Development Specialist (OWDS) training program addresses the training competencies for certification as a CDF through the Center for Credentialing in Education, Inc. Each trainee will be strongly urged to apply for certification or provisional certification on completion of the program. This training qualifies for continuing education units (CEUs), and qualified applicants may apply for undergraduate or graduate credit.

Description

This 185-hour training program consists of three blocks, each 4½ days (36 hours) in length, totaling 108 hours of classroom instruction. In addition, approximately 77 hours of practicum and homework assignments are required.

The three training blocks are scheduled approximately 5 weeks apart to allow participants to return home and take care of critical job responsibilities. The intervals between classroom sessions are to be used to complete mandatory practicum and reading assignments. After reading the administrative guide and before applying for the training, the trainee and the administrator should thoroughly discuss the course requirements and develop a plan for the trainee to complete practicum work between 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.

OWDS program objectives are to—

- Enhance participants’ current skills and help them develop new skills related to workforce development and career facilitation.
- Prepare a team action plan for conducting OWDS training for practitioners who provide employment services to offenders and ex-offenders.
- Prepare participants to train other practitioners who provide services to people with criminal records to increase their basic skills in the areas of workforce development and career facilitation.

Note: Fifteen basic skills training modules, each approximately 1½ to 2½ hours in length, will be provided to each team for training others in their jurisdiction. Teams are expected to use all of the modules to train a specific group of professionals in their jurisdiction.

Application Contact

Contact the National Career Development Association to receive a packet of information that includes the “Administrative Guide for Offender Workforce Development Specialist Training” and special application forms by calling 866-367-6232 or 918-663-7060 or by visiting the OCJTP Web site at www.nicic.org/ocjtp.

Program Content Contact

Susan M. Morelock, Office of Correctional Job Training and Placement; toll-free telephone 800-995-6423, ext. 30485, or 202-353-0485; e-mail: smorelock@bop.gov.

Offender Workforce Development Specialist Training Partnership

A limited number of partnership opportunities are available to selected jurisdictions that have formally expressed an interest in implementing the Offender Workforce Development Specialist training program in their area to lead to national certification for program participants. For a description of the partnership program, visit the OCJTP Web site at www.nicic.org/ocjtp and review the Administrator’s Overview of Questions and Answers on the Offender Workforce Development Specialist Partnership Training Program. If, after reviewing the overview, you are interested in obtaining more information and stating your interest to be considered as a state partner site, call Shelly Morelock, NIC Corrections Program Specialist, at 202-353-0485.

Women Offenders

TRAINING PROGRAMS

Women Offenders: Developing an Agencywide Approach

Who Should Attend

Three-person teams from jails, prisons, or community corrections agencies that will commit to developing an agencywide plan for an effective response to women offenders. Teams must include an agency administrator with authority to direct resources to effect the planned changes in policy and practice and two managers who are responsible for implementation.

Description

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

Application Requirements

Each team member must complete Form A (page 155); only one supplementary statement for the team is required. The statement must describe a critical issue facing the agency in the management of women offenders, the role of each team member in implementing a systemic plan for working with women offenders, and the team's commitment to meet with senior management to review the plan developed.

Each team member may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See "NIC Training Center Programs in Longmont, Colorado" (page 135) for logistical information.

Contact

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

NIC TRAINING CENTER LONGMONT, CO

Dates: June 6–10, 2005

Program: 05–H501

Applications Due: Mar. 4, 2005

SEE ALSO . . .

- Improving Community Responses to Women Offenders (page 89).
- Operational Practice in Women's Prisons (page 68).
- NIC Web site: www.nicic.org

PARTNERSHIP SITES*

Dates: Host sites recommend dates (fall/winter 2004–2005).

Program: 05–H502

Host Applications Due: Dec. 17, 2004

Dates: Host sites recommend dates (spring/summer 2005).

Program: 05–H503

Host Applications Due: Apr. 2, 2005

*When dates and sites are selected, they will be posted at www.nicic.org.

Women Offenders: Critical Policy Issues

Who Should Attend

Criminal justice officials and corrections administrators who have the authority to shape policy regarding the design and use of sanctions and services for women offenders (e.g., administrators of jails, prisons, and community corrections agencies; deputy commissioners; regional directors; sheriffs; judges; prosecutors; public defenders; and court administrators).

Description

This training curriculum of up to 30 hours explores critical issues in managing women offenders across the criminal justice system. Key topics include profiles of women offenders and female pathways to crime, effective responses to the critical issues of women offenders, policy issues regarding sentencing women, guiding principles regarding gender responsiveness, promising practices with women offenders, the impact of broader public policy on women offenders (e.g., welfare and child custody); and partnerships with the community.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 157) and demonstrate commitment and a concrete plan to recruit policy-level participants from agencies across the criminal justice system.

NIC will work with host sites to tailor the curriculum to be most relevant to specific regional or state interests. See “Partnership Programs” (page 147) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for application instructions.

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

Contact

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

PUBLICATIONS

Resources available from NIC on women offenders include the following:

- *Classification of Women Offenders: A National Assessment of Current Practices.*
- *Classification of Women Offenders in State Correctional Facilities.*
- “Critical Issues in Managing Women Offenders: A Policy Perspective” (training resource).
- *Developing Gender-Specific Classification Systems for Women Offenders.*
- *Directory of Community-Based Programs for Women.*
- “Female Offenders and the Community,” satellite/Internet broadcast held on July 18, 2001 (videotape).
- *Gender-Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders.*
- *Responding to Women Offenders in the Community: Topics in Community Corrections.*
- “Sentencing Women Offenders: A Training Curriculum for Judges” (training resource).
- *Staffing Analysis for Women’s Prisons and Special Prison Populations: Special Issues in Corrections.*
- *Women in Jail: Classification Issues.*
- *Women in Jail: Facility Planning Issues.*
- *Women in Jail: Legal Issues.*

To request copies, see “Information Services” (page 101).

WEB PAGE

NIC maintains a Web page on women offender issues at its Web site:

www.nicic.org. In this location, you will find information on training and technical assistance regarding the management of women offenders for all components of corrections; publications; information and policy development projects; and links to related Web sites on women, children, and families in the criminal justice system.

Correctional Health Care

TECHNICAL ASSISTANCE

SEE ALSO . . .

- Jail Mental Health Services (page 58).
- Correctional Health Care (page 79).

SEE ALSO . . .

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

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

Offender Mental Health Services

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

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

Technical assistance is available to help jurisdictions across all corrections disciplines develop initiatives to manage mentally ill offenders in the criminal justice system more effectively. Services include technical assistance, training, and information development and dissemination. For more information and to apply for technical assistance, see "Technical Assistance" (page 107).

PUBLICATIONS

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

- "Jail Inmates with Mental Illness: A Community Problem," satellite/Internet broadcast held on April 17, 2002 (videotape).
- "Managing the Mentally Ill Offender in the Community During an Era of Managed Health Care," satellite/Internet broadcast held on July 17, 2002 (videotape).
- "Meeting the Challenge in Correctional Mental Health: The Prison Experience," satellite/Internet broadcast held on June 19, 2002 (videotape).

Offender Transition Supervision

3-HOUR SATELLITE/INTERNET BROADCAST

Utilizing Family and Community in Offender Transition and Supervision

Who Should Attend

Staff working in a prison, jail, or community corrections environment, including correctional administrators, mid-level and line staff, and individuals from health and human services, child welfare, community outreach, foster parent, social service, and mental health agencies and faith-based organizations.

Description

This 3-hour satellite/Internet broadcast focuses on current reentry initiatives to assist women offenders with successful transition from confinement to the community. New York's La Bodega de la Familia program, which has partnered with the New York State Division of Parole, will be discussed.

Topics include strategies and methods for identifying collaborative partners within families and the criminal justice system and among community resources and treatment professionals; methods and techniques to enhance community supervision of the offender using available resources; and existing models and programs for supervising women offenders.

Application Requirements

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 159). See "Satellite/Internet Broadcasts" (page 113) for additional information. Agencies may also complete a registration form online at www.nicic.org.

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

Contacts

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

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429; e-mail: ewolahan@bop.gov.

3-HOUR BROADCAST*

Dates: Mar. 16, 2005

Program: 05-S9003

Applications Due: Mar. 14, 2005

*When sites are selected, they will be posted at www.nicic.org.



Jails: Programs and Services

Jails: Programs and Services

Jail Administration

Training Programs

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

Technical Assistance

- Jail Crowding
- General Technical Assistance

Small Jails: State-Based Assistance

Publications

Inmate Behavior Management

Training Programs

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

Technical Assistance

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

Publications

New Jail Planning

Training Programs

- Planning of New Institutions
- Managing Jail Design and Construction

Technical Assistance

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

Publications

Educating Local Officials and the Community

Training Program

- The Jail as a Part of County Government

Technical Assistance

Publications

Jail Standards and Inspections

Training and Technical Assistance

Jail Mental Health Services

Technical Assistance

Publications

Jail Administration

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

TRAINING PROGRAMS

Administering the Small Jail

Who Should Attend

Administrators of jails with fewer than 150 beds who directly oversee day-to-day jail operations.

Description

This 40-hour program focuses on effective small-jail administration and includes instruction on administrative liability, jail standards, policies and procedures, and documentation of operations. It also covers inmate supervision and management; fire protection, safety, and sanitation; determination of staffing needs; and development of staff training plans.

Application Requirements

For Longmont, Colorado, Program:

Applicants must submit Form A (page 155). Applicants may also complete an application form online at www.nicic.org. See “NIC Training Center Programs in Longmont, Colorado” (page 135) for logistical information.

For Partnership Program:

Agencies interested in hosting this partnership program must submit Form B (page 157). The program dates will be determined jointly by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See “Partnership Programs” (page 147) for more information.

Contacts

For Longmont, Colorado, Program: Kris Keller, Jails Division; toll-free telephone: 800-995-6429; e-mail: kdkeller@bop.gov.

For Partnership Program: Richard Geaither, Jails Division; toll-free telephone: 800-955-6429; e-mail: rgeaither@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: Feb. 27–Mar. 3, 2005

Program: 05–J2802

Applications Due: Nov. 26, 2004

Dates: July 10–14, 2005

Program: 05–J2803

Applications Due: Apr. 11, 2005

PARTNERSHIP SITES*

Dates: Host sites recommend dates.

Program: 05–J3501

Host Applications Due: Oct. 15, 2004

Dates: Host sites recommend dates.

Program: 05–J3502

Host Applications Due: Oct. 15, 2004

*When sites are selected, they will be posted at www.nicic.org.

Agencies interested in hosting this program must submit Form B (page 157). The program dates will be determined jointly by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region.

NIC TRAINING CENTER LONGMONT, CO

Dates: Mar. 7–11, 2005

Program: 05–J2601

Applications Due: Dec. 6, 2004

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (page 157).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 155) and the supplemental information requested in the program description. Individuals may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

Jail Administration

Who Should Attend

Administrators of jails with 150 to 600 beds. The jail's organizational structure should include at least one level of managerial staff between the jail administrator and shift supervisors.

Description

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

Application Requirements

Applicants submit Form A (page 155). Applicants may also complete an application form online at www.nicic.org. See “NIC Training Center Programs in Longmont, Colorado” (page 135) for logistical information.

Contact

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

Jail Resource Management

Who Should Attend

Administrators of jails with fewer than 150 beds.

Description

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

Application Requirements

Agencies interested in hosting this program must submit Form B (page 157). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See “Partnership Programs” (page 147) for more information.

Contact

Richard Geaither, Jails Division; toll-free telephone: 800-995-6429;
e-mail: rgeaither@bop.gov.

PARTNERSHIP SITES*

Dates: Host sites recommend dates.

Program: 05-J3200

Host Applications Due: Oct. 15, 2004

Dates: Host sites recommend dates.

Program: 05-J3201

Host Applications Due: Oct. 15, 2004

*When dates and sites are selected, they will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org
for application forms and instructions.

TECHNICAL ASSISTANCE

Jail Crowding

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

General 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" (page 107).

SMALL JAILS: STATE-BASED ASSISTANCE

Who Should Apply

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

Description

Participants will attend the training programs at their own expense. NIC will provide the trainers and training materials. Primary training programs include The Jail as a Part of County Government, Administering the Small Jail, and Jail Resource Management. Other training will be provided based on need and may address such topics as jail liability, policy and procedure development, cost-effective staff training, and inmate behavior management.

Application Requirements

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

Contact

Richard Geaither, Jails Division; toll-free telephone: 800-995-6429;
e-mail: rgeaither@bop.gov.

PUBLICATIONS

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

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

To request copies, see “Information Services” (page 101).

Inmate Behavior Management

Managing inmate behavior is the core function of jails. Historically, jails have emphasized the physical containment of inmates over actively supervising them and managing their behavior. This has resulted in problems commonly associated with jails, such as violence, vandalism, and unsanitary conditions. These problems create dangerous conditions for both staff and inmates and can be costly for taxpayers. To address this issue, the NIC Jails Division has developed training programs, technical assistance, and information to help jails better manage inmates. In fiscal year 2005 the Jails Division's services focus on the development of an inmate behavior-management plan in jails and on the design and management of podular direct-supervision jails.

TRAINING PROGRAMS

NIC TRAINING CENTER LONGMONT, CO

Dates: Jan. 30–Feb. 4, 2005

Program: 05–J2301

Applications Due: Oct. 29, 2004

Dates: Apr. 17–22, 2005

Program: 05–J2302

Applications Due: Jan. 17, 2005

Dates: Aug. 21–26, 2005

Program: 05–J2303

Applications Due: May 20, 2005

Inmate Behavior Management

Who Should Attend

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

Description

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

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

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

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

Application Requirements

Applicants must submit Form A (page 155). Applicants may also complete an application form online at www.nicic.org. See “NIC Training Center Programs in Longmont, Colorado” (page 135) for logistical information.

Contacts

Kris Keller, Jails Division, toll-free telephone: 800-995-6429; e-mail: kdkeller@bop.gov.

Fran Zandi, Jails Division, toll-free telephone: 800-995-6429; e-mail: fzandi@bop.gov.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

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

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach to Form A (page 155) the following:

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

A letter that provides the opening date for the new jail, the role of the applicant on the transition team, the type of training experience each

NIC TRAINING CENTER LONGMONT, CO

Dates: Feb. 7–17, 2005

Program: 05–J2201

Applications Due: Nov. 8, 2004

Dates: Aug. 22–Sept. 1, 2005

Program: 05–J2202

Applications Due: May 23, 2005

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

applicant has, a statement that it is understood that the trainers will return to the agency and train additional staff to be trainers in this curriculum, and an agreement that the team will deliver the 32-hour housing unit curriculum at least once during the coming year.

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

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

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

See “NIC Training Center Programs in Longmont, Colorado” (page 135) for logistical information.

Contact

Vicci Persons, Jails Division; toll-free telephone: 800–995–6429;
e-mail: vpersons@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 a behavior-management plan, such as inmate classification or supervision.

Interpersonal Communications in the Correctional Setting (IPC)

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

Direct Supervision

Direct-Supervision Assessment Tool

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

Site Visits

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

For more information and to apply for technical assistance, see "Technical Assistance" (page 107).

PUBLICATIONS

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

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

To request copies, see “Information Services” (page 101).

New Jail Planning

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

TRAINING PROGRAMS

Planning of New Institutions

Who Should Attend

Teams from jurisdictions that have made a firm decision to construct a jail and are willing to engage in a major planning effort. Team members must have key policymaking and decisionmaking roles in the new jail project and include the sheriff or director of corrections, the jail administrator, a county commissioner, and the county executive or administrator.

Description

This 32-hour program familiarizes participants with all aspects of the new jail planning and construction process and helps them develop a team approach to planning. It focuses on the critical elements of planning a new facility, including prearchitectural programming, site evaluation, project management, determining staffing needs, and using data.

Application Requirements

Applicants must submit Form A (page 155). Applicants may also complete an application form online at www.nicic.org. See “NIC Training Center Programs in Longmont, Colorado” (page 135) for logistical information.

Note: NIC will pay the travel and per diem expenses for four persons from a jurisdiction to attend. One or two others may attend at the jurisdiction’s expense.

Contact

Vicci Persons, Jails Division; toll-free telephone: 800-995-6429;
e-mail: vpersons@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: Oct. 18–21, 2004

Program: 05-J2101

Applications Due: July 17, 2004

Dates: Apr. 11–14, 2005

Program: 05-J2102

Applications Due: Jan. 10, 2005

SEE ALSO . . .

NIC Learning Center at www.nicic.org
for application forms and instructions.

**NIC TRAINING CENTER
LONGMONT, CO****Dates:** Jan. 24–28, 2005**Program:** 05–J2104**Applications Due:** Oct. 22, 2004**Dates:** July 25–29, 2005**Program:** 05–J2105**Applications Due:** Apr. 25, 2005

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 planning a new jail facility. The teams should include: (1) the operator's representative, such as the sheriff or jail administrator; (2) the person responsible for coordinating the design and construction project; and (3) the owner's representative, such as the county manager or county board member.

Description

This 36-hour program teaches participants to assess how well schematic design plans are translated into design development drawings and eventually into contract documents. They learn 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.

Application Requirements

Applicants must submit Form A (page 155). Applicants may also complete an application form online at www.nicic.org. See "NIC Training Center Programs in Longmont, Colorado" (page 135) for logistical information.

Contact

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

SEE ALSO . . .

NIC Learning Center at www.nicic.org
for application forms and instructions.

TECHNICAL ASSISTANCE

Technical assistance is available to support new jail planning.

Jail and Justice System Assessment

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

For more information and to apply for technical assistance, see “Technical Assistance” (page 107).

Transition Assistance

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

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

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

General Technical Assistance

Technical assistance is available on other issues related to new jail planning. For more information and to apply for technical assistance, see “Technical Assistance” (page 107).

PUBLICATIONS

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

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

To request copies, see “Information Services” (page 101).

Educating Local Officials and the Community

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

TRAINING PROGRAM

The Jail as a Part of County Government

Who Should Attend

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

Description

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

Application Requirements

Agencies interested in hosting this program must submit Form B (page 157). The program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 147) for more information.

Contact

Richard Geaither, Jails Division; toll-free telephone: 800-995-6429;
e-mail: rgeaither@bop.gov.

PARTNERSHIP SITES*

Dates: Host sites recommend dates.

Program: 05-J3300

Host Applications Due: Oct. 15, 2004

Dates: Host sites recommend dates.

Program: 05-J3301

Host Applications Due: Oct. 15, 2004

*When dates and sites are selected, they will be posted at www.nicic.org.

TECHNICAL ASSISTANCE

Local jurisdictions may request technical assistance to address specific problems or to design and implement approaches to improving the working relationships between those who operate the jail and local officials. To apply for technical assistance, see “Technical Assistance” (page 107).

PUBLICATIONS

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

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

To request copies, see “Information Services” (page 101).

Jail Standards and Inspections

TRAINING AND TECHNICAL ASSISTANCE

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

Jail standards agencies that would like to apply for technical assistance or partner with NIC in providing training to the jails they serve should write a letter to the Jails Division expressing their interest. The letter must be signed by the agency's chief executive officer. To apply for technical assistance, see "Technical Assistance" (page 107).

For more information and to apply for technical assistance, see "Technical Assistance" (page 107).

Contact

Jim T. Barbee, Jails Division; toll-free telephone: 800-995-6429;
e-mail: jbarbee@bop.gov.

Jail Mental Health Services

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

TECHNICAL ASSISTANCE

To request copies of *Jail Suicide/Mental Health Update*, contact:
 Lindsay Hayes
 Project Director
 National Center on Institutions and Alternatives
 40 Lantern Lane
 Mansfield, MA 02048
 508-337-8806
 Fax: 508-337-3083

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

To apply for technical assistance, see “Technical Assistance” (page 107).

PUBLICATIONS

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

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

To request copies, see “Information Services” (page 101). In addition, *Jail Suicide/Mental Health Update*, a quarterly newsletter on jail mental health issues and suicide prevention, is available from the National Center on Institutions and Alternatives.

Prisons: Programs and Services

Prisons: Programs and Services

Leadership and Management

Training Programs

- Executive Training for Deputy Directors
- Executive Leadership for Women
- Executive Training for Women—Team Development
- Executive Training for New Wardens
- State Correctional Leadership for Women

Prison Management and Operations

Training Programs

- Conducting Prison Security Audits
- Multidisciplinary Approach to Managing Prison Security Systems
- Operational Practice in Women's Prisons
- Management of Violent, High-Risk, and Supermax Inmates
- Capacity Building for Prison- and Community Corrections-Based Victim Service Providers

Technical Assistance

NIC e-Learning

- Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions

Institutional Culture

Training Program

- Managing the Multigenerational Workforce

Publications

Objective Classification

Technical Assistance

Publications

Web Page

Correctional Health Care

Training Program

- Correctional Health Care and Public Health Care Working Together

3-Hour Satellite/Internet Broadcast

- Correctional Health Care and Cost Containment

Technical Assistance

- Correctional Health Care

Publications

Leadership and Management

NIC encourages correctional agency administrators to review and select courses offered in the “All Corrections Disciplines” section of this service plan in addition to the leadership and management courses offered in this section.

TRAINING PROGRAMS

Executive Training 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 155). Applicants may also complete an application form online at www.nicic.org. See “NIC-Paid Training Beyond Longmont, Colorado” (page 141) for more information.

Contact

Darrell Alley, Community Corrections/Prisons Division; toll-free telephone 800-995-6423, ext. 40378, or 202-514-0378; e-mail: dalley@bop.gov.

ORLANDO, FL

Dates: Oct. 18–22, 2004

Program: 05–P801

Applications Due: July 22, 2004

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (page 157).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or in an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 155) and the supplemental information requested in the program description. Individuals may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

SITE TO BE DETERMINED***Dates:** Sept. 11–16, 2005**Program:** 05–P3301**Applications Due:** June 10, 2005*When a site is selected, it will be posted at www.nicic.org.

Executive Leadership for Women

Who Should Attend

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

Description

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

Application Requirements

Interested applicants must attach to Form A (page 155) a brief description of the responsibilities of their current position and two most recently held positions and a statement of how this program will benefit them and their agency.

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC-Paid Training Beyond Longmont, Colorado” (page 141) for more information.

Contact

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

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

Executive Training for Women—Team Development

Who Should Attend

Selected graduates of the two prior Executive Leadership for Women Programs and a senior supportive administrator of their choice.

Description

This 24-hour leadership development program (phase three of the Executive Leadership for Women program) will focus on the dynamics of successfully integrating team development into the participant's leadership style. This will be an optional component of the Executive Leadership for Women program. Special attention will be given to the use of innovative problem solving and the role of executive teaming, with recognition of the unique strengths and weaknesses of each team member.

Application Requirements

The selected graduate and the senior supportive administrator of her choice must each submit Form A (page 155) with the addendum located on the NIC Web site or available from the Community Corrections/Prisons Division.

An application form may also be completed online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See "NIC-Paid Training Beyond Longmont, Colorado" (page 141) for more information.

Contact

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

SITE TO BE DETERMINED*

Dates: June 27–29, 2005

Program: 05–P3303

Applications Due: Mar. 25, 2005

*When a site is selected, it will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

SITES TO BE DETERMINED***Dates:** Oct. 25–29, 2004**Program:** 05–P2501**Applications Due:** July 23, 2004**Dates:** May 2–6, 2005**Program:** 05–P2502**Applications Due:** Feb. 1, 2005

*When sites are selected, they will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

Executive Training for New Wardens

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach to Form A (page 155) a statement that describes when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their agencies.

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC-Paid Training Beyond Longmont, Colorado” (page 141) for more information.

Contact

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

State Correctional Leadership for Women

Who Should Attend

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

Description

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

Application Requirements

Agencies interested in participating in/hosting this program must submit a letter of intent from the commissioner, secretary, or director of the state department of corrections to Evelyn Bush (see address below) stating the agreement of at least two other state systems to participate in/host 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. The letters also must include possible site recommendations, which must meet the criteria for federal government per diem rates; this is a mandatory requirement for hosting this program. Participants will be selected from the selected agencies.

See “NIC-Paid Training Beyond Longmont, Colorado” (page 141) for more information.

Contact

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

SITES TO BE DETERMINED*

Dates: Apr. 17–22, 2005

Program: 05–P3304

Applications Due: Jan. 17, 2005

Dates: May 1–6, 2005

Program: 05–P3305

Applications Due: Feb. 1, 2005

*When sites are selected, they will be posted at www.nicic.org.

Note: **Individuals** will be selected by their agencies for participation in this program after the host states have been selected. Only applications from individuals in the selected host states will be accepted.

Agencies interested in hosting this program must submit a letter of intent from the commissioner, secretary, or director of the state department of corrections.

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

Prison Management and Operations

TRAINING PROGRAMS

SITES TO BE DETERMINED*

Dates: Mar. 7–11, 2005

Program: 05–P3201

Applications Due: Dec. 6, 2004

Dates: June 6–10, 2005

Program: 05–P3202

Applications Due: Mar. 4, 2005

Dates: Sept. 19–23, 2005

Program: 05–P3203

Applications Due: June 17, 2005

*When sites are selected, they will be posted at www.nicic.org.

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 155) a statement that describes their correctional experience, their current assignment and responsibilities related to security, and the security level and size of their facility.

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See "NIC-Paid Training Beyond Longmont, Colorado" (page 141) for more information.

Contact

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

Multidisciplinary Approach to Managing Prison Security Systems

Who Should Attend

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

Description

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

Application Requirements

Agencies interested in hosting this program must submit Form B (page 157). Agencies that propose to include neighboring corrections jurisdictions will be given priority unless sound justification is provided for including only their own staff. See “Partnership Programs” (page 147) for more information.

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

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

Contact

Darrell Alley, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 40378, or 202-514-0378; e-mail: dalley@bop.gov.

PARTNERSHIP SITES*

Dates: Nov. 1–5, 2004

Program: 05-P4201

Host Applications Due: July 30, 2004

Dates: Feb. 14–18, 2005

Program: 05-P4202

Host Applications Due: Nov. 15, 2004

Dates: May 2–6, 2005

Program: 05-P4203

Host Applications Due: Feb. 2, 2005

Dates: Aug. 22–26, 2005

Program: 05-P4204

Host Applications Due: May 23, 2005

*When sites are selected, they will be posted at www.nicic.org.

Agencies interested in hosting this program must submit Form B (page 157).

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

SITE TO BE DETERMINED***Dates:** June 6–10, 2005**Program:** 05–P3101**Applications Due:** Mar. 4, 2005*When a site is selected, it will be posted at www.nicic.org.

Operational Practice in Women's Prisons

Who Should Attend

Wardens and senior operational supervisors in state women's prisons or central office personnel with 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, and gender-responsive programming.

Application Requirements

Applicants must attach to Form A (page 155) a statement that describes their current position and responsibilities and how long they have held the position; the name, location, security level, and size (staff and inmates) of their institution; and how they will benefit from this program.

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See "NIC-Paid Training Beyond Longmont, Colorado" (page 141) for more information.

Contact

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

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

Management of Violent, High-Risk, and Supermax Inmates

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach to Form A (page 155) a statement that describes their current responsibilities related to the treatment or management of violent, high-risk, and supermax inmates and their experience, skills, and training related to the treatment and management of these inmates.

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC-Paid Training Beyond Longmont, Colorado” (page 141) for more information.

Contact

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

COLORADO SPRINGS, CO

Dates: Apr. 18–22, 2005

Program: 05-P3601

Applications Due: Jan. 14, 2005

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

KANSAS CITY, MO**Dates:** To be determined.**Program:** 05–P3901**Applications Due:** Sept. 7, 2004***Capacity Building for Prison- and Community Corrections-Based Victim Service Providers*****Who Should Attend**

Prison- and community corrections-based victim service providers who exercise supervisory or oversight responsibilities and who are engaged in the direct delivery of victim services.

Description

This 24-hour program provides the opportunity for victim service providers to build delivery capacity to create or enhance their services to meet the needs of victims and survivors. Topics include leadership roles of correctional administrators, restitution, victim role in offender reentry, safety planning for victims, working with parole authorities, public policy, vicarious trauma, cultural competence, and an update on the Interstate Compact.

Application Requirements

Applicants must submit Form A (page 155) or complete an application form online at www.nicic.org. See “NIC-Paid Training Beyond Longmont, Colorado” (page 141) for more information.

Contact

Darrell Alley, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 40378, or 202–514–0378; e-mail: dalley@bop.gov.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

TECHNICAL ASSISTANCE

To help state prisons and departments of corrections manage their institutions in a more effective manner, technical assistance is available in any area of prison management or operations. Refer to the section on “Technical Assistance” (page 107) for information.

NIC e-LEARNING

Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions



Audience

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

Description

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

Course Objectives

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

- Describe nationally accepted procedures and concepts in emergency preparedness.
- Demonstrate a working knowledge of emergency preparedness and emergency response.
- Evaluate institutional and departmental readiness for large-scale crises.
- Identify the key components of an emergency preparedness plan.
- Compare and contrast major types of threats posed by terrorists to jails and prisons.

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

For additional information, see “NIC Learning Center,” page 121.

- Identify warning signs of terrorist activity in jails and prisons.
- Design counterterrorism measures appropriate for jails and prisons.
- Analyze institutional or departmental preparedness for terrorist threats or activity.
- Identify resources, training, policies, and procedures necessary to respond effectively to terrorist threats or activity.

Expected Duration

2 hours

Enrollment Eligibility

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

Contacts

Darrell Alley, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 40378, or 202-514-0378; e-mail: dalley@bop.gov.

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

Institutional Culture

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

TRAINING PROGRAM

Managing the Multigenerational Workforce

Who Should Attend

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

Description

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

Application Requirements

Each team member must complete Form A (page 155); only one supplemental statement for the team is required. The statement must describe each team member's current position and generation group.

SITE TO BE DETERMINED*

Dates: Apr. 4–6, 2005

Program: 05–P2901

Applications Due: Jan. 3, 2005

*When a site is selected, it will be posted at www.nicic.org.

SITE TO BE DETERMINED*

Dates: Apr. 6–8, 2005

Program: 05–P2902

Applications Due: Jan. 3, 2005

*When a site is selected, it will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

Team members may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See “NIC-Paid Training Beyond Longmont, Colorado” (page 141) for more information.

Contact

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

PUBLICATIONS

NIC makes available the following information concerning institutional culture:

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

Objective Classification

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

TECHNICAL ASSISTANCE

Technical assistance will be provided to at least three additional state correctional systems to assess, validate, and improve objective prison classification systems. During the past 5 years, intensive assistance has been or is currently being provided through cooperative agreements to 28 correctional agencies to validate or revalidate their systems, to 11 states to develop and implement internal classification systems, and to 7 states to develop classification instruments and procedures that are valid and appropriate for women offenders. In addition, short-term technical assistance has been provided to several correctional agencies.

For more information and to apply for technical assistance, see “Technical Assistance” (page 107).

For more information and to apply for technical assistance, see “Technical Assistance” (page 107).

PUBLICATIONS

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

- *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* (available in 2004).
- *Handbook for Evaluating Objective Prison Classification Systems.*
- *Internal Prison Classification Systems: Case Studies in Their Development and Implementation.*
- *Objective Prison Classification: A Guide for Correctional Agencies.*
- *Prisoner Intake Systems: Assessing Needs and Classifying Offenders.*
- *Proceedings of the Prison Classification Peer Training and Strategy Session, September 6–7, 2000.*
- *Revalidating External Prison Classification Systems: The Experience of Ten States.*

To request copies, see “Information Services” (page 101).

WEB PAGE

A Web page has been developed to provide a resource on objective classification. This information can be reached at www.nicic.org.

Correctional Health Care

TRAINING PROGRAM

Correctional Health Care and Public Health Care Working Together

Who Should Attend

The medical director of the state department of corrections and the director of the state department of public health may apply.

Description

This 16-hour program will bring state medical directors from corrections and public health departments together to discuss collaborative efforts that could affect the quality of health care for a state's most at-risk population—offenders. This program will focus on medical care for offenders who are in prison and for offenders who have been released to the community. Topics will include models for state agency collaboration, treatment of communicable and chronic diseases, reentry, Medicare, the Health Insurance Portability and Accountability Act of 1996 (HIPAA), and emerging legislative issues.

Application Requirements

Applicants must submit Form A (page 155) or complete an application form online at www.nicic.org. See “NIC-Paid Training Beyond Longmont, Colorado” (page 141) for more information.

Contact

Darrell Alley, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 40378, or 202-514-0378; e-mail: dalley@bop.gov.

NEW ORLEANS, LA

Dates: Nov. 18–19, 2004

Program: 05-P601

Applications Due: Aug. 17, 2004

SEE ALSO . . .

Correctional Health Care and cost Containment (page 78).

3-HOUR SATELLITE/INTERNET BROADCAST

3-HOUR BROADCAST*

Date: July 13, 2005

Program: 05–S9005

Host Applications Due: July 11, 2005

*When sites are selected, they will be posted at www.nicic.org.

Correctional Health Care and Cost Containment

Who Should Attend

Correctional health care and correctional personnel responsible for managing and treating offenders with infectious diseases, substance abuse, and other mental and physical health conditions.

Description

This 3-hour broadcast focuses on adult inmates and confined juveniles who suffer disproportionately from infectious diseases and substance abuse, in particular, HIV/AIDS, sexually transmitted diseases, tuberculosis, and hepatitis C. In addition, chronic physical illnesses such as asthma, diabetes, hypertension, and heart disease, as well as mental disorders, are far more prevalent among incarcerated persons than the general U.S. population. Although correctional agencies are increasingly making efforts toward the improvement of offender health, budget constraints and the need for cost containment have placed an additional burden on correctional health care workers. This videoconference shares information regarding what state correctional agencies are doing to contain costs while ensuring adequate health care for incarcerated offenders.

Application Requirements

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 159). Agencies may also complete a registration form online at www.nicic.org. See “Satellite/Internet Broadcasts” (page 113) for additional information.

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

Contacts

Program content: Darrell Alley, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 40378, or 202–514–0378; e-mail: dalley@bop.gov.

Satellite/Internet technology: Ed Wolahan, Academy Division; toll-free telephone: 800–995–6429; e-mail: ewolahan@bop.gov.

TECHNICAL ASSISTANCE

Correctional Health Care

To help correctional agencies manage the health care of offenders in their custody, technical assistance is available in the area of correctional health care. Specific offender populations include those with mental illnesses, the elderly, the chronically ill, youthful offenders adjudicated as adults, and women offenders. For more information and to apply for technical assistance, see “Technical Assistance” (page 107).

For more information and to apply for technical assistance, see “Technical Assistance” (page 107).

SEE ALSO . . .

Offender Mental Health Services (page 36).

Jail Mental Health Services (page 58).

PUBLICATIONS

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

- *Correctional Health Care: Addressing the Needs of Elderly, Chronically Ill, and Terminally Ill Inmates.*
- *Correctional Health Care: Guidelines for the Management of an Adequate Delivery System.*
- *Effective Prison Mental Health Services: Guidelines To Expand and Improve Treatment.*



Community Corrections: Programs and Services

Community Corrections: Programs and Services

Executive Leadership and Management

Training Programs

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

Effective Offender Management in the Community

Training Programs

- Effective Interventions: The Role of Administration
- Effective Supervision of Women Defendants and Offenders in the Community

Technical Assistance

- Implementing Effective Correctional Management of Offenders in the Community
- Improving Community Responses to Women Offenders

Publications

Management and Operations

3-Hour Satellite/Internet Broadcast

- Workforce Development for Community Corrections in the 21st Century

Technical Assistance

- Managing Transition From Prison to the Community
- Improving Responses to Probation and Parole Violations—Building Public Policy Support

Publications

Executive Leadership and Management

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

TRAINING PROGRAMS

Orientation for New Probation and Parole Chief Executive Officers

Who Should Attend

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

Description

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

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

Application Requirements

Applicants must submit Form A (page 155). Applicants may also complete an application form online at www.nicic.org. See “NIC-Paid Training Beyond Longmont, Colorado” (page 141) for more information.

SAM HOUSTON STATE UNIVERSITY HUNTSVILLE, TX

Dates: Feb. 27–Mar. 4, 2005

Program: 05–C4001

Applications Due: Nov. 26, 2004

Dates: Sept. 18–23, 2005

Program: 05–C4002

Applications Due: June 17, 2005

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (page 157).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or in an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 155) and the supplemental information requested in the program description. Individuals may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

Contact

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

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

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

Description

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

In fiscal year 2003, NIC entered into a cooperative agreement with APAI that permits NIC to address the needs of paroling authorities in a responsive, comprehensive, and cost-effective manner. This continuing collaboration with APAI in fiscal year 2005 provides new parole board member orientation, training for experienced parole board members, assistance to professional staff (e.g., executive directors and hearing officers), and a meeting for parole authority chairs.

Application Requirements

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

Contact

Gail Hughes, Executive Secretary, APAI; telephone: 573-796-2113; e-mail: *GHDH@aol.com*.

Effective Offender Management in the Community

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

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

TRAINING PROGRAMS

Effective Interventions: The Role of Administration

Who Should Attend

Chief probation or parole officers, state administrators of probation and/or parole, jail administrators, directors or deputy directors of state departments of corrections, and others who are primarily charged with overseeing the development, implementation, and supervision of the jurisdiction's community-based offender management process.

Agencies must be committed to evidence-based principles as reflected by management policies and strategies. The focus on evidence-based correctional practices that promote prosocial behavior by offenders in the community and reduce victimization should be reflected in mission statements, strategic plans, staff selection and development, and standard operating procedures.

Description

Administrators of community-based correctional initiatives are increasingly expected to reduce the risk that offenders will violate the terms of their community placement by committing new crimes. Introduction of a wide range of assessment tools, a cognitive learning curriculum, supervision styles, new administrative performance measures, and intervention strategies has posed new complexities in managing a process that will produce desired results, not merely traditional activities.

NIC TRAINING CENTER LONGMONT, CO

Dates: June 13–17, 2005

Program: 05–C2401

Applications Due: Mar. 11, 2005

SEE ALSO . . .

Utilizing Family and Community in Offender Transition and Supervision (page 37).

Capacity Building for Prison- and Community Corrections-Based Victim Service Providers (page 70).

Participants in this training will gain a better understanding of whether the intended outcomes projected for the offender population under their management are consistent with evidence-based practice. They will define the elements of an evidence-based management process and learn how to integrate those elements in their jurisdiction through organizational development and collaborative strategies. Participants will learn to measure their own performance and the performance of their staff, the offender population, and the organization.

SEE ALSO . . .

NIC Learning Center at www.nicic.org
for application forms and instructions.

Application Requirements

Applicants must attach to Form A (page 155) a supplementary statement that summarizes their agency's involvement with implementing evidence-based principles for male and female offenders and any NIC training programs or technical assistance they have received related to these principles.

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided. See "NIC Training Center Programs in Longmont, Colorado" (page 135) for logistical information.

Contact

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

Effective Supervision of Women Defendants and Offenders in the Community

Who Should Attend

Two-person teams composed of a senior manager and a trainer from community corrections and pretrial service agencies.

Description

The goal of this program is to prepare two-person agency teams to deliver the training design in their home agencies and to tailor the 16-hour training curriculum on effective supervision of women defendants and offenders in the community to their agency's needs. The training program provides line staff and first-line supervisors working in probation, parole, and pretrial service agencies with the practical knowledge and awareness of core attitudes and skills that will improve their ability to manage women offenders and defendants in the community. The program includes the characteristics and pathways to criminal involvement of women defendants and offenders in the community, principles of gender-responsive supervision, key issues regarding cross-gender supervision and single-gender caseloads, practical and policy barriers to success in the community, and the importance of effective community resources, services, and programs.

Application Requirements

Applicant teams must attach to Form A (page 155) a supplementary statement that demonstrates both the commitment to and a concrete plan for delivering the training to first-line supervisors and line staff when the team returns to the home agency. Only one supplemental statement per team is required.

Applicant teams may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

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

Contact

Phyllis Modley, Community Corrections/Prisons Division: toll-free telephone: 800-995-6423, ext. 40099, or 202-514-0099; email: pmodley@bop.gov.

SITE TO BE DETERMINED*

Dates: (spring 2005)

Program: 05-C4201

Applications Due: Dec. 10, 2004

*When a site is selected, it will be posted at www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

TECHNICAL ASSISTANCE

For more information and to apply for technical assistance, see “Technical Assistance,” page 107.

Implementing Effective Correctional Management of Offenders in the Community

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

Related Assistance for Effective Interventions

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

- Information on evidence-based principles and research and updates on the progress being made in the two demonstration states are available on NIC’s Web site (www.nicic.org).
- NIC’s Learning Center offers Program Planning and Evaluation (page 131), which relates to effective intervention implementation issues. For additional information, visit NIC’s Learning Center at www.nicic.org.
- Management staff are invited to attend Effective Interventions: The Role of Administration (page 85), which addresses administrative implementation issues, including performance measures for staff and offenders.
- Limited short-term assistance regarding issues related to the implementation of effective interventions will be available. For more information and to apply for technical assistance, see “Technical Assistance” (page 107).

Contact

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

Improving Community Responses to Women Offenders

Who Should Apply

Criminal justice agencies, such as community corrections, jails, and courts, who are interested in designing more effective decisionmaking processes and community supervision options for women offenders.

Description

Technical assistance will be provided to criminal justice agencies to increase the completion rates for community supervision among women in pretrial and sentenced status and to reduce the number of low-level, chronic offenders who are rearrested and held in jail or prison.

Short-term technical assistance will be provided to up to 10 criminal justice agencies to increase their knowledge of women's pathways to criminal behavior and gender-responsive practices that improve outcomes in the community. It can also assist in reviewing current practices and identifying areas requiring the design of more gender-responsive decisionmaking processes, assessment tools, and program interventions that accomplish the jurisdiction's public policy goals.

Application Requirements

Agencies with the sole or shared responsibility of managing women offenders placed in the community under orders of the court or a releasing authority may apply for limited, short-term technical assistance. To apply for technical assistance, see "Technical Assistance" (page 107).

Contact

Phyllis Modley, Community Corrections/Prisons Division; toll-free telephone: 800-995-6423, ext. 40099, or 202-514-0099, e-mail: pmodley@bop.gov.

SEE ALSO . . .

- Women Offenders: Critical Policy Issues (page 34).
- Women Offenders: Developing an Agencywide Approach (page 33).
- NIC Web page on women offenders: www.nicic.org.

PUBLICATIONS

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

- *Developing Gender-Specific Classification Systems for Women Offenders.*
- *Gender Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders.*
- “Implementing Effective Correctional Management of Offenders in the Community,” 3-hour satellite/Internet broadcast held February 2004 (videotape).
- *Implementing Evidence-Based Practice in Community Corrections: An Integrated Model.*
- *Implementing Evidence-Based Practice in Community Corrections: Collaboration for Systematic Change in the Criminal Justice System.*
- *Implementing Evidence-Based Practice in Community Corrections: Leading Organizational Change and Development.*
- *Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Interventions.*
- *Promoting Public Safety Using Effective Interventions with Offenders* (training resource).
- *Responding to Women Offenders in the Community: Topics in Community Corrections.*
- *Thinking for a Change: An Integrated Approach to Changing Offender Behavior* (training resource).
- “Understanding Managed Behavioral Health Care in Community Corrections,” 3-hour satellite/Internet broadcast held July 2002 (videotape).

Management and Operations

Given the large numbers of offenders who return to the community and the concern regarding the percentage who are likely to make a successful reentry, the Community Corrections/Prisons Division will offer several states the opportunity to develop well-defined policies for correctional institutions, releasing authorities, and field supervision that are designed to improve the likelihood of the offender's successful transition from prison to the community.

3-HOUR SATELLITE/INTERNET BROADCAST

Workforce Development for Community Corrections in the 21st Century

Who Should Attend

State, county, and local probation, parole and/or community corrections agency executives, supervisors, and line staff and staff involved in the recruitment, hiring, retention, and development of agency personnel.

Description

Probation, parole and community corrections officers have seen their roles and professional expectations change and expand over the past several years. However, their primary responsibility has remained the supervision of offenders in conjunction with effective caseload management. These changing and expanding roles and expectations, coupled with offender supervision and caseload management demands, are often overlooked when recruiting, hiring, training, developing, and retaining new and existing staff.

This 3-hour satellite/Internet broadcast focuses on the changing and expanding roles of probation, parole and community corrections officers. Topics include the changing workforce, the changing roles of staff, attributes and skills required by new staff, developing first-line supervisors, improving job satisfaction, meeting staff training needs, generational issues, the impact of the changing offender population, the role of organized labor, and the impact of research- and evidence-based practices in recruiting, hiring, training, developing, and retaining staff.

3-HOUR BROADCAST*

Dates: Apr. 20, 2005

Program: 05-S9004

Applications Due: Apr. 18, 2005

*When sites are selected, they will be posted at www.nicic.org.

Application Requirements

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 159). See “Satellite/Internet Broadcasts” (page 113) for additional information. Agencies may also complete a registration form online at www.nicic.org.

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

Contacts

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

Satellite/Internet broadcast technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429; e-mail: ewolahan@bop.gov.

TECHNICAL ASSISTANCE

Managing Transition From Prison to the Community

For more information and to apply for technical assistance, see “Technical Assistance,” page 107.

Who Should Apply

During fiscal year 2005, technical assistance will be provided to the nine states that are currently involved in the transition accountability planning process. During this time, no new applications will be accepted.

Description

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

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

Application Information

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

Contact

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

Improving Responses to Probation and Parole Violations—Building Public Policy Support

Who Should Apply

During fiscal year 2005, technical assistance will be provided to a limited number of jurisdictions to test the strategies developed in phase one of this initiative.

Description

NIC has worked extensively with individual jurisdictions to develop a sound framework to assess current parole and probation violation practices, develop new policies, and identify the tools to carry them out. NIC recognized the need to reach broader audiences—including elected officials and top leaders from the executive, legislative, and judicial branches of state and local governments—with the benefits of addressing parole and probation violations.

In FY 2004, a cooperative agreement was awarded to create strategies for reaching this broader audience. The intent was to communicate an understanding of the impact of violation behaviors on the systems they fund, how agencies respond to violation behaviors, and the impact of day-to-day decisions on violation and revocation outcomes. Written and multimedia approaches are being developed for delivering the marketing strategies with input from advisors representing traditional criminal justice agencies and targeted non-criminal-justice agencies.

Application Information

As the initiative progresses, NIC will announce how it will select test sites on its Web site (www.nicic.org).

Contact

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

PUBLICATIONS

NIC has a variety of resources that address transition from prison to the community and improving responses to probation and parole violations, including the following:

- *Policy-Driven Responses to Probation and Parole Violations.*
- Reentry Blog (www.tpci.us or <http://offenderreentry.blogspot.com>), NIC's Transition from Prison to the Community Initiative moderated by Abt Associates.
- *Responding to Parole & Probation Violations: A Handbook to Guide Local Policy Development.*
- *TPCI Review*, monthly online newsletter for NIC's Transition from Prison to the Community Initiative (www.tpci.us or <http://offenderreentry.blogspot.com>).
- "Transition from Prison to the Community," satellite/Internet broadcast held February 12, 2003 (videotape).

International Assistance

International Assistance

Contact Information

The National Institute of Corrections is authorized to provide assistance to corrections agencies outside of the United States. NIC works with foreign agencies to identify specific programs and practices in U.S. jails, prisons, and community corrections agencies that could be adapted to their needs. Assistance can include information on specific programs, site visits, and identification of various approaches to a correctional issue.

Corrections practitioners from other countries may also participate, if selected, in NIC training programs. No tuition is charged for training, but participants or their agencies are responsible for all expenses associated with attending the training. All regularly scheduled programs are conducted in English.

Contact Information

William Wilkey, Office of International Assistance; toll-free telephone: 800-995-6423, ext. 44266, or 202-514-4266; e-mail: wwilkey@bop.gov.

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 Information Center. The NIC Information Center maintains a collection of the most current materials available in corrections and related fields, including unpublished materials developed by federal, state, and local agencies.

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

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

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

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

SHARE YOUR INFORMATION

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

HOW TO REQUEST INFORMATION

Contact the NIC Information Center directly or visit the Web site at *www.nicic.org* to request reports, publications, and other resources.

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

NIC Information Center

1860 Industrial Circle, Suite A

Longmont, CO 80501

Telephone: 303-682-0213

Toll-free: 800-877-1461

Fax: 303-682-0558

Web address: *www.nicic.org*

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

NIC Online

For up-to-the-minute information about NIC opportunities and resources, visit the NIC Web site at www.nicic.org. The NIC Web site is a source of current information year-round on training programs, satellite/Internet broadcasts, publications, cooperative agreements, and technical assistance opportunities. Updates are posted daily.

Program-related information includes—

- Dates, locations, and descriptions of scheduled and added program offerings.
- An updated events calendar.
- Online forms to apply for programs.
- Online registration and application for programs, where applicable.

Web pages support each NIC satellite/Internet broadcast. These pages provide resources for participants and technical information for satellite downlink host sites. Links enable visitors to view both live broadcasts and previously broadcast NIC satellite/Internet broadcasts through video streaming. Visitors to NIC's Web site can find information on special NIC initiatives and assistance opportunities. The Web site is used to—

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

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

- NIC publications, including the newest releases.
- Selected NIC training materials.
- Materials posted on the Web by other agencies and organizations that are accessible through NIC's "Publications Plus" database.

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

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

www.nicic.org

Technical Assistance

Technical Assistance

Who Should Apply

Description

NIC Review

Application Requirements

Where To Apply

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 NIC technical assistance:

- 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

The NIC Technical Assistance Program is designed to respond directly to the needs, problems, and individual requirements of federal, state, and local correctional agencies, as identified by the requesting agency. Technical assistance includes onsite guidance, support, consultation, or training provided by an experienced technical resource provider or NIC staff member who serves in an advisory capacity and works with agency staff to—

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

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

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

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

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 them 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.

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

WHERE TO APPLY

The NIC Technical Assistance Program is administered by each of its divisions—Jails, Community Corrections/Prisons, Administrative: Special Projects, and the Academy—as well as the Office of Correctional Job Training and Placement (OCJTP).

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

National Institute of Corrections

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

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

National Institute of Corrections

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

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



Satellite/Internet Broadcasts

Satellite/Internet Broadcasts

3-Hour Satellite/Internet Broadcast Calendar

32-Hour Satellite/Internet Broadcast Calendar

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

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

During fiscal year 2005, NIC will offer two categories of satellite/Internet broadcasts:

- **Several live satellite/Internet 3-hour broadcasts.** These 3-hour broadcasts deal with current topics in correctional policy and practices via presentations by content experts, vignettes, and interviews with criminal justice practitioners (see 3-Hour Satellite/Internet Broadcast Calendar, page 116).
- **Two 32-hour broadcasts,** each consisting of 16 hours of broadcast time and 16 hours of onsite classroom activities spread over 4 days. The longer training broadcasts also use local classroom programs and satellite/Internet technology—and then add another feature: onsite training managed by NIC-trained facilitators (see 32-Hour Satellite/Internet Broadcast Calendar, page 116). 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 the broadcast and classroom activities.

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

Broadcasts will be CLOSED CAPTIONED for the hearing impaired.

3-HOUR SATELLITE/INTERNET BROADCAST CALENDAR

Page	Training Program	2004			2005								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
14	Correctional Leadership Competencies for the 21st Century						2						
24	What Is the National Institute of Corrections?					9							
37	Utilizing Family and Community in Offender Transition and Supervision						16						
TRAINING FOR PRISONS													
78	Correctional Health Care and Cost Containment										13		
TRAINING FOR COMMUNITY CORRECTIONS													
91	Workforce Development for Community Corrections in the 21st Century							20					

32-HOUR SATELLITE/INTERNET BROADCAST CALENDAR

Page	Training Program	2004			2005								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
13	Senior-Level Leadership Training								10–11*			22–26**	
23	Strategies for Building Effective Work Teams									13–16*			11–16**

*Site coordinator/facilitator training.

**Training program.

COSTS AND LOGISTICS

There are no registration, tuition, or materials fees associated with any NIC training.

The local agency that hosts a satellite/Internet broadcast covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate questions to the presenters. During fiscal year 2005, analog C-Band and digital KU-band transponders will be used. Agencies that do not have their own downlink can often use a downlink-equipped meeting room at a local community college, hotel, or government agency. Agencies may also contact Ed Wolahan toll-free at 800–995–6429 or e-mail him at ewolahan@bop.gov to locate a satellite dish in their area.

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

SITE COORDINATOR'S/FACILITATOR'S ROLE

Register Your Site

- For 3-hour satellite/Internet broadcasts, submit Form C (page 159) by mail or fax. By registering as a site, you are agreeing to coordinate all matters related to the 3-hour broadcast. (See Form C for mailing address and fax number).
- For 32-hour satellite/Internet training broadcasts, submit Form D (page 161) by mail or fax. Completed forms must be signed by your chief executive officer. By registering as a site, you are agreeing to coordinate all matters related to the 32-hour satellite/Internet broadcast. (See Form D for mailing address and fax number).
- Complete a registration form online at the NIC Web site, www.nicic.org.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

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

- The room for the 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 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 32-hour training program, an 8-hour training-for-trainers session is conducted via satellite and Internet broadcast. NIC recommends a three-person team to serve as site coordinators: a content expert with knowledge of the topic, a facilitator, and a person who has skills in using distance learning technology. This training for trainers will teach each site coordinator how to facilitate the broadcast and off-air activities during the main program. Each site *must* have one or more coordinators attend this training or view a videotape of the training session.
- Videotapes of the session will be available and can be viewed via the Internet or obtained from the NIC Information Center.

Invite Various Disciplines

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

Duplicate Program Materials

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

Convene Your Group

- Provide invited participants with a map and good directions to your training site.
- Test your system's reception 30 minutes before the broadcast begins. The satellite coordinates will be provided through a link on the program's Web page at www.nicic.org.
- 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 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 Broadcast

- Agencies interested in hosting a 3-hour broadcast must submit Form C (page 159).
- A registration form also may be completed online at NIC's Web site (www.nicic.org).

32-Hour Training Broadcast

- For 32-hour satellite/Internet training broadcasts, register online at www.nicic.org or submit Form D (page 161) by mail or fax. Completed forms must be signed by your chief executive officer. By registering as a site, you are agreeing to coordinate all matters related to the 32-hour satellite/Internet broadcast. (See Form D for mailing address and fax number).

Individuals

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

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

NIC Learning Center



NIC Learning Center

NIC Custom e-Learning Courses

Enrollment Eligibility

Additional Information

NIC Custom e-Learning Course Descriptions

The National Institute of Corrections' Learning Center contains up-to-date training and application information for NIC's training programs, satellite/Internet broadcasts, and custom e-Learning courses. Additionally, the NIC Learning Center is designed to expedite the process for individuals to apply for NIC training and for site coordinators to register their sites for 3-hour and 32-hour satellite/Internet broadcasts.

NIC's training application and registration forms are included in this service plan (see Forms, page 153). All NIC training and registration forms also are available in PDF for download through the NIC Learning Center.

Applications for individuals (Form A), site coordinator's registration for 3-hour satellite/Internet broadcasts (Form C), and site coordinator's registration for 32-hour satellite/Internet broadcasts (Form D) may be submitted online through the NIC Learning Center at www.nicic.org.



NIC CUSTOM e-LEARNING COURSES

In the past 2 years, the NIC Learning Center's Web-based training has become a critical training delivery strategy for the National Institute of Corrections. In furthering NIC's mission as a center of correctional learning and experience, its e-Learning courses expand the opportunity for corrections professionals to access NIC training by providing high-quality, interactive, learner-driven training using the Internet. NIC's custom courses can be completed anywhere and anytime a participant has access to the Internet or a computer with a CD-ROM drive. Current e-Learning courses also may include enhanced peer interactivity and communication using chat rooms and bulletin board forums in "real time" virtual training events.

Self-paced, easily accessible, and cost effective, NIC's custom e-Learning courses provide professional development opportunities to corrections professionals working in jails, prisons, and community corrections agencies. Designed with measurable objectives and expected outcomes, custom courses offered by NIC are listed in the table on the next page.

NIC expects to add new custom e-Learning courses during fiscal year 2005, and they will be posted on the NIC Web site (www.nicic.org).

Enrollment Eligibility

Enrollment in NIC's e-Learning courses is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as

NIC's custom e-Learning courses are available via the NIC Web site (www.nicic.org) or on CD-ROM.



NIC CUSTOM e-LEARNING COURSES		
Page	Training Program	Course Availability
TRAINING FOR ALL CORRECTIONS DISCIPLINES		
15	The Role of the Correctional Leader/Manager	Course continuously available on Internet and CD-ROM.
17	Supervisory Knowledge and Skills To Support Evidence-Based Practices	Course continuously available on Internet and CD-ROM.
125	Career Development Theory and Its Application	Course continuously available on Internet and CD-ROM.
126	e-Learning: A Foundation for Correctional Trainers	Course continuously available on Internet and CD-ROM.
128	How To Develop Effective Performance Objectives	Course continuously available on Internet and CD-ROM.
132	Transformational Change: Theory and Practice	Course continuously available on Internet and CD-ROM.
TRAINING FOR JAILS		
129	Jail Staffing Analysis	Course continuously available on Internet and CD-ROM.
TRAINING FOR PRISONS		
71	Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions	Course continuously available on Internet and CD-ROM.
TRAINING FOR COMMUNITY CORRECTIONS		
131	Program Planning and Evaluation	Course continuously available on Internet and CD-ROM.

executive management, middle management, first-line supervision, offender programming or training/staff development.

Additional Information

Visit the NIC Web site (www.nicic.org) 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, and additional resources.

For additional information on NIC's Learning Center, e-Learning course system requirements, course offerings, enrollment eligibility, and technical support, please visit the NIC Web site (www.nicic.org).

NIC CUSTOM e-LEARNING COURSE DESCRIPTIONS

Course descriptions for the three newly developed custom e-Learning courses can be found in the relevant sections of this Service Plan (for pages, see the list of custom e-Learning courses on page 124).

The following courses have been offered previously and continue to be available.

Career Development Theory and Its Application

Audience

Professionals who directly or indirectly assist offenders with job skills training or job/career counseling, placement, advancement, or retention.

Description

This course discusses the four major career development theories and how they apply to counseling offenders.

Course Objectives

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

- Understand career choice development theory and its application when working with offenders.
- Identify the four development theories: trait-and-factor, developmental, transition, and learning.
- Describe the theoretical positions of the four development theories.
- Describe specific ways in which each of the theories can be used when working with offenders.

Expected Duration

2 hours

Enrollment Eligibility

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

Contacts

Susan M. Morelock, Office of Correctional Job Training and Placement; toll-free telephone 800-995-6423, ext. 30485, or 202-353-0485; e-mail: smorelock@bop.gov.

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

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

e-Learning: A Foundation for Correctional Trainers

Audience

Training administrators, coordinators, and trainers from all types of correctional agencies who are responsible for managing the development and delivery of their agencies' training.

Description

Correctional agencies are increasingly confronted with critical workforce issues (e.g., staff and fiscal resource limitations) that make it difficult to provide adequate professional development opportunities for staff. Advances in information technologies present significant opportunities for all trainers and training units to use exciting, innovative approaches to achieve strategic outcomes.

This course introduces participants to delivering training via the Internet using Web-based training (WBT), or e-Learning. The course reviews the basic principles of e-Learning, describes the strengths and weaknesses of this instructional delivery strategy, outlines the processes by which an e-Learning course is designed and developed, and provides important information to consider when deciding whether to develop e-Learning in-house or to outsource part or all of the services. An e-Learning readiness checklist helps assess agencies' readiness to undertake an e-Learning strategy.

An important feature of this course is the availability of an electronic bulletin board that allows participants to communicate with a subject matter expert at any time while taking the course. The expert will respond to individual questions in a timely fashion.

Course Objectives

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

- Differentiate between the advantages and disadvantages of WBT for both learners and instructional designers (training personnel in general).
- Identify effective ways to mitigate the disadvantages of WBT.
- Understand current issues in the area of WBT design, development, and delivery.
- Examine several types of content and determine which are most appropriate for WBT delivery.
- Identify the basic instructional design principles for WBT course development.
- Analyze a situation and identify which instructional design principles have been violated.
- Understand the steps that an instructional designer follows in creating a WBT course from scratch and in migrating instructor-led training content to WBT delivery.

- Explore the use of job aids and learning aids in an e-learning environment.
- Discuss the factors needed to build a strong blended solution in training.
- Analyze the factors involved in determining whether to build e-Learning in-house or contract out the services to third-party providers and/or subcontracted developers.

Expected Duration

1.5 hours

Enrollment Eligibility

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

Contacts

Steve Swisher, Academy Division; toll-free telephone: 800-995-6429;
e-mail: sswisher@bop.gov.

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

How To Develop Effective Performance Objectives

Audience

New and experienced correctional trainers whose responsibilities include the design and development of lesson plans and curriculums.

Description

Correctional trainers are not just instructors: they function within correctional organizations as agents of performance improvement. To create powerful training courses and modules that have impact beyond the classroom, trainers need to focus instructional design on actual job performance in addition to traditional classroom measures of learning. This course takes a trainer on a journey through the challenging process of developing performance objectives that extend learning from the classroom to the workplace. Examples and activities in the five course modules include topics and subject matter drawn from the field of corrections.

Course Objectives

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

- Recognize and correct inadequate performance objectives.
- Analyze and correct incomplete performance objectives using the criteria for effective performance objectives.
- Differentiate between the levels of learning in Bloom's taxonomy by correctly sequencing the levels.
- Create higher level performance objectives targeted to the application level or above.
- Relate effective performance objectives in training to on-the-job performance improvement.

Expected Duration

2 hours

Enrollment Eligibility

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

Contacts

Steve Swisher, Academy Division; toll-free telephone: 800-995-6429;
e-mail: sswisher@bop.gov.

Jail Staffing Analysis

Audience

Administrators and administrative staff from all corrections disciplines who are responsible for managing their agency's human and/or fiscal resources.

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

Description

Staff are the most costly and important resource in operating a jail. In many jails, staffing costs make up 70 to 80 percent of the annual budget. Without adequate staffing, jail security and the safety of staff, inmates, and the community are directly threatened and the possibility of costly litigation against the jail increases significantly. Adequate staffing is key to the success of all jail operations, whether related to security, safety, inmate services, or inmate programs.

Staffing analysis is a complex process that takes into account many factors, such as jail design, activity schedules, and the types and levels of services provided to inmates. This course is designed to teach jail practitioners how to determine their staffing needs in a systematic and easily understood way. Users will find the program helpful in creating a staffing plan for a new jail, analyzing staffing in an operating jail, and revising an existing staffing plan in response to changes in jail policies or the physical plant.

Course Objectives

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

- Conduct a comprehensive 10-step staffing analysis process.
- Profile the jail.
- Calculate net annual work hours.
- Develop a facility activity schedule.
- Develop a staff coverage plan.
- Complete a staff summary.
- Develop a schedule.
- Evaluate, revise, and improve the plan.
- Calculate operational costs.
- Prepare a report.
- Implement the plan and monitor the results.

Expected Duration

2 hours

Enrollment Eligibility

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

Contacts

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

Program Planning and Evaluation

Audience

Directors, planners, and key program management staff from state and local agencies whose responsibilities include offender supervision and treatment in the community; staff responsible for management information and research on community corrections programs; and state and local officials who oversee community corrections.

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

Description

Deliberate planning is essential to reduce recidivism and meet program goals. Program planners and administrators need to communicate clearly a program's objectives, identify targets for change, set intermediate goals, and ensure the program's integrity through best practices. Building an effective evaluation framework will provide the capabilities for program planners and administrators to learn from their experience and, as information is gathered, improve the program design.

Course Objectives

This course focuses on translating the principles of evidence-based practice into an effective program design. At the conclusion of this course, participants will be able to—

- Define the problems to be addressed.
- Describe what will be done about these problems.
- Define how success will be measured.

Expected Duration

2 hours

Enrollment Eligibility

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

Contacts

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

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

Transformational Change: Theory and Practice

Audience

Correctional administrators and managers from all corrections disciplines who lead and manage the functions and operations of a particular corrections agency.

Description

There is nothing more permanent than change, according to many change experts. Change may not be an “engineering” problem, but rather may be a “people” problem. It can call up emotions, uncertainties, and inconsistencies. Simply managing change is insufficient; successful change requires leadership. People and organizations that remain in the past become increasingly ineffective. Top leaders can make a real difference by removing barriers and encouraging people to move forward, take risks, and “leap into the future.” This type of leadership needs ongoing regeneration for the ultimate success of future organizations.

This course will address both a theory of organizational change and practical tools that can be used to lead and manage an organizational change effort. Participants will be exposed to John Kotter’s eight-stage change model, which provides a practical framework to move organizations from the “mystery” of change to a comprehensible and planned effort that greatly increases the chances for success. Participants will learn about a concerns-based approach to change along with the ability to use and apply the practical tools to manage a particular change. Finally, participants will learn how to balance and rebalance organizational change using Marvin Weisbord’s six-box model.

Course Objectives

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

- Describe the dynamics of change within the culture of a correctional system, organization, and agency.
- Explain the seven fundamental assumptions underlying the concerns-based adoption model (CBAM) of change.
- Describe the stages of CBAM and create strategies to help staff progress through the stages when involved in a change effort.
- Explain the diagnostic tools of CBAM, including the purpose and applications of each.
- Apply CBAM tools and construct an intervention taxonomy to address and manage a particular change effort using various case-study examples.
- Explain the eight stages for successfully leading change, according to John P. Kotter’s work, *Leading Change: Why Transformation Efforts Fail*, and provide examples from personal experience that reinforce or challenge each stage.

- Describe each element in Marvin Weisbord's six-box model for managing organizational culture, and discuss the interrelationships among them.

Expected Duration

1.5 hours

Enrollment Eligibility

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

Contacts

Mike Dooley, Academy Division; toll-free telephone: 800–995–6429; e-mail: mdooley@bop.gov.



NIC Training Center Programs in Longmont, Colorado

NIC Training Center Programs in Longmont, Colorado

Costs and Logistics

Application Requirements

Cancellations

NIC Training Center Programs in Longmont, Colorado, Calendar

As with all National Institute of Corrections training, programs held in Longmont, Colorado, are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help participants implement their action plans.

Because interaction among individuals who represent diverse types, sizes, and locations of correctional agencies can greatly enhance the training experience, many programs are conducted at the NIC Training Center in Longmont, Colorado. To further facilitate this interaction, participants must reside at the Radisson Hotel and Conference Center—Longmont (formerly the Raintree Plaza Hotel and Conference Center) for the duration of the program, regardless of the proximity of their homes to the training site.

COSTS AND LOGISTICS

There are no registration, tuition, or materials fees associated with any NIC training.

NIC pays the costs of state and local participants' air travel, lodging (in double rooms), and meals. Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at government rates. Participants are responsible for the costs of ground transportation to and from airports and the training location. Participants are also responsible for the cost of upgrading to a single room, if they choose to do so.

NIC provides detailed information concerning air travel, ground transportation, and lodging arrangements for each program when notifying applicants of their acceptance.

Federal agencies must arrange for and pay the travel and per diem costs associated with their employees attending a training program. Corrections practitioners from other countries may attend a program if space is available. However, they must pay travel, per diem, and incidental expenses associated with attending the training.

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 155) and the supplemental information requested in the course description. Individuals may also complete an application form online at www.nicic.org.

Whether applying online or by Form A, the supplemental information *must* be provided.

APPLICATION REQUIREMENTS

Applicants may complete the application form for individuals (Form A) (page 155), or they may complete an application form online at www.nicic.org. All applications (whether hardcopy or electronic) must be endorsed as described on the back of Form A. Most programs require that supplemental information be submitted with the application (see course descriptions for specifics); applications submitted without that supplemental information will be returned.

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

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

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 TRAINING CENTER PROGRAMS IN LONGMONT, COLORADO, CALENDAR													
Page	Training Program	2004			2005								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
5	Executive Excellence								8–20				
7	Correctional Leadership Development							5–15			12–22		13–23
9	Management Development for Women and Minorities		15–19				14–18						
10	Advanced Management Strategies for Women and Minorities									13–17			
11	Strategies for Building Effective Work Teams									20–24			
19	Training for Agency Training Coordinators/Directors						6–11			5–10			
20	Training Design and Development							3–8			24–29		
33	Women Offenders: Developing an Agencywide Approach									6–10			
TRAINING FOR JAILS													
41	Administering the Small Jail					Feb 27–Mar. 3					10–14		
42	Jail Administration						7–11						
46	Inmate Behavior Management				Jan. 30–Feb. 4			17–22				21–26	
47	How To Run a Direct-Supervision Housing Unit: Training for Trainers					7–17						Aug. 22–Sept. 1	
51	Planning of New Institutions	18–21						11–14					
52	Managing Jail Design and Construction				24–28						25–29		
TRAINING FOR COMMUNITY CORRECTIONS													
85	Effective Interventions: The Role of Administration									13–17			



NIC-Paid Training Beyond Longmont, Colorado

NIC-Paid Training Beyond Longmont, Colorado

Costs and Logistics

Application Requirements

Cancellations

NIC-Paid Training Beyond Longmont, Colorado, Calendar

As with all National Institute of Corrections training, programs held in locations other than Longmont, Colorado, are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help them implement their action plans.

COSTS AND LOGISTICS

Some NIC training programs contain a special feature, such as a critical tour of a correctional facility, that cannot be conducted at the NIC Training Center in Longmont, Colorado. Because NIC considers these special features so important to the success of these programs, NIC pays travel and per diem expenses for state and local participants to other sites. In addition, as with all NIC training, there are no registration, tuition, or materials fees.

Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at government rates. Participants are responsible for the costs of ground transportation to and from airports and the training location.

NIC provides detailed information concerning location of training, air travel, ground transportation, and lodging arrangements for each program when notifying applicants of their acceptance.

Federal agencies must arrange for and pay the travel and per diem costs associated with their employees attending a training program. Corrections practitioners from other countries may attend a program if space is available. However, they must pay travel, per diem, and incidental expenses associated with attending the training.

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 155) and the supplemental information requested in the course description. Individuals may also complete an application form online at www.nicic.org.

Whether applying online or by Form A, the supplemental information *must* be provided.

SEE ALSO . . .

NIC Learning Center at www.nicic.org for application forms and instructions.

APPLICATION REQUIREMENTS

Applicants may complete the application form for individuals (Form A) (page 155), or they may complete an application form online at www.nicic.org. All applications (whether hardcopy or electronic) must be endorsed as described on the back of Form A. Most programs require that supplemental information be submitted with the application (see course descriptions for specifics). Applications submitted without that supplemental information will be returned.

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

CANCELLATIONS

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

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

NIC-PAID TRAINING BEYOND LONGMONT, COLORADO, CALENDAR														
Page	Training Program	2004			2005									
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
TRAINING FOR ALL CORRECTIONS DISCIPLINES														
27	Addressing Staff Sexual Misconduct With Offenders						6–11							
28	Investigating Allegations of Staff Sexual Misconduct With Offenders										10–15			
30	Offender Workforce Development Specialist*				23–28		7–11	18–22			July 31–Aug. 5		12–16	24–28
TRAINING FOR PRISONS														
61	Executive Training for Deputy Directors	18–22												
62	Executive Leadership for Women												11–16	
63	Executive Training for Women—Team Development									27–29				
64	Executive Training for New Wardens	25–29							2–6					
65	State Correctional Leadership for Women							17–22	1–6					
66	Conducting Prison Security Audits						7–11			6–10			19–23	
68	Operational Practice in Women’s Prisons									6–10				
69	Management of Violent, High-Risk, and Supermax Inmates							18–22						
70	Capacity Building for Prison- and Community Corrections-Based Victim Service Providers	Dates to be determined.												
73	Managing the Multigenerational Workforce							4–6 6–8						
77	Correctional Health Care and Public Health Care Working Together		18–19											
TRAINING FOR COMMUNITY CORRECTIONS														
83	Orientation for New Probation and Parole Chief Executive Officers					Feb. 27–Mar. 4							18–23	
84	Leadership Development—State Parole Systems	Contact the Association of Paroling Authorities International for more information.												
87	Effective Supervision of Women Defendants and Offenders in the Community	Dates to be determined (spring 2005).**												

* 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.

**When dates and sites are selected, they will be posted at www.nicic.org.

Partnership Programs



Partnership Programs

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

Cancellations

Partnership Program Calendar

As with all National Institute of Corrections training, partnership programs are available to practitioners working in adult jails, prisons, and community corrections in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be requested to provide information about implementation to help NIC assess the impact of its training. In some cases, technical assistance is available to help them implement their action plans.

Partnership programs bring NIC training to local communities across the nation. State and local agencies apply and are selected to host partnership programs, which are conducted in the agency's facility or a facility for which the agency contracts. Depending on the program, participants may be from the host agency only or from the host agency and other corrections agencies in the geographical area.

Applications for partnership programs will be accepted from agencies only. NIC will not accept applications from individuals wishing to participate.

COSTS AND LOGISTICS

NIC provides the trainers, curriculums, and training materials for partnership programs. There are no registration, tuition, or materials fees associated with any NIC training. However, please note that individuals who attend or their employing agencies are responsible for travel, lodging, and meal expenses associated with attending partnership programs.

SITE COORDINATOR'S/FACILITATOR'S ROLE

Host agencies are selected through a competitive process. At a minimum, applicant agencies must be able to—

- Designate a site coordinator, who will facilitate the program locally and be present throughout the program.
- Provide an appropriate training facility and equipment. The training facility must have a large main training room (1,200 square feet minimum) and two or three adjacent or nearby breakout rooms (400 square feet minimum each).

- Attract at least 24 participants to fill the program.
- Help participants obtain low-cost housing and meals.

APPLICATION REQUIREMENTS

Applications to host partnership programs must be made by the agency, not individuals.

Agencies interested in hosting a partnership program must submit the Statement of Interest To Host Partnership Programs (Form B on page 157). NIC staff will explore with the agency contact person the appropriateness of the training to meet the agency's needs and the agency's ability to provide the required logistical support for the program.

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

CANCELLATIONS

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

PARTNERSHIP PROGRAM CALENDAR													
Page	Training Program	2004			2005								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
8	Management Development for the Future (MDF)	Host sites recommend dates.*											
11	Strategies for Building Effective Work Teams	Host sites recommend dates.*											
12	Public and Media Relations	Host sites recommend dates.*											
19	Training for Agency Training Coordinators/Training Directors			6–9		7–10							26–29
20	Training Design and Development	18–22										22–26	
21	Building Training Capacity in Small Agencies	Host sites recommend dates.*											
32	Offender Workforce Development Specialist Training Partnership	Available to selected jurisdictions.											
34	Women Offenders: Critical Policy Issues	Host sites recommend dates.*											
TRAINING FOR JAILS													
41	Administering the Small Jail	Host sites recommend dates.*											
43	Jail Resource Management	Host sites recommend dates.*											
55	The Jail as a Part of County Government	Host sites recommend dates.*											
TRAINING FOR PRISONS													
67	Multidisciplinary Approach to Managing Prison Security Systems		1–5			14–18			2–6			22–26	

*When dates and sites are selected, they will be posted at www.nicic.org. Check individual program descriptions for host application due dates.

Forms



Forms

Form A: Application for Individuals

Form B: Statement of Interest To Host Partnership Programs

Form C: Site Coordinator's Registration for 3-Hour Satellite/Internet Broadcasts

Form D: Site Coordinator's Registration for 32-Hour Satellite/Internet Broadcasts

Form E: Application for Regional Field Coordinator

Application for Individuals

To apply, complete **(type or print legibly)** and sign this form, attach any supplementary statements required in the training program description, obtain the necessary endorsement, and mail or fax to the National Institute of Corrections, 1960 Industrial Circle, Longmont, CO 80501; fax 303-682-0469. **To receive full consideration, each item on both sides of this application must be completed and it must be received by the specified due date. Incomplete applications will be returned.** All applications will be acknowledged. Applicants accepted for participation will receive confirmation and additional information about the program.

Training program title _____

Training program number 05- _____

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

Name _____

☐ Mr. ☐ Ms. ☐ Mrs.

Social Security No. _____

Note: Disclosure of your Social Security number is voluntary. NIC collects Social Security numbers as identifiers for records of training participants. Executive Order No. 9397.

Title _____

Years in position _____

Is your primary job responsibility staff training? ☐ Yes ☐ No

Agency _____

Mailing address _____

City _____ County _____

State _____ ZIP Code _____

Telephone (_____) _____ Fax (_____) _____

E-mail address _____

Primary area of corrections (check one):

☐ Adult jail

☐ Adult community corrections

☐ Adult prison

☐ Other (explain) _____

I agree to—

☐ Fully participate in this program and will complete all pretraining and posttraining assignments.

☐ Reside at the training site (for Longmont programs) for the duration of the program.

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.

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 (_____) _____

Statement of Interest To Host Partnership Programs

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

Agencies interested in hosting an NIC partnership program must complete **(type or print legibly)** and sign this form, obtain the necessary endorsement, and mail or fax **(by the due date)** to the National Institute of Corrections, 1960 Industrial Circle, Longmont, CO 80501; fax 303-682-0469. All Statements of Interest will be acknowledged.

Partnership program title _____

Partnership program number 05-_____

Agency name _____

Agency address _____

City/State _____ ZIP Code _____

Agency contact person _____

Title _____

Telephone (_____) _____ Fax (_____) _____

E-mail address _____

Training date(s) in order of priority _____

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

Endorsement of Application by Agency Chief Executive Officer

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

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

Signature of chief executive officer _____ Date _____

Type or print name _____

Title of chief executive officer _____ Telephone (_____) _____

Endorsement of Application by Agency Chief Executive Officer

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

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

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

Site Coordinator's Registration for 3-Hour Satellite/Internet Broadcasts

Program title _____

Program number 05- _____

Program date _____

Registration is free. Site coordinators are needed! If you are interested in facilitating a downlink site in your community, register online or complete this form and mail or fax it to: NIC Academy, 1960 Industrial Circle, Longmont, CO 80501; fax: 303-682-0469; NIC Web site: www.nicic.org. Registration forms must be received 1 week before broadcast date. Information packets will be available on the NIC Web site.

Participant viewers: If you would like to take part in the satellite/Internet broadcast, visit the NIC Web site (www.nicic.org) for viewing sites in your area.

Please type or print legibly the information requested.

Registration date _____

Site coordinator/contact person _____

Title _____

Agency name _____

Mailing address _____

Contact numbers:

Telephone (_____) _____

Fax (_____) _____

E-mail address _____

We will be viewing by (check one or both) —

☐ Satellite _____☐ Internet _____

Site Coordinator's Registration for 32-Hour Satellite/Internet Broadcasts

Program title _____

Program number 05- _____

Date of site coordinator's training _____

Date of satellite/Internet broadcast _____

To apply, complete **(type or print legibly)** and sign this form, obtain the necessary endorsement, and mail or fax it to: NIC Academy, 1960 Industrial Circle, Longmont, CO 80501; fax 303-682-0469. **Each item of this form must be completed.** Registration due date is 1 month before the site coordinator's training.

Site coordinator _____ Title _____

Agency name _____

Type of agency (check one). ☐ Federal ☐ State ☐ Local ☐ Other

Agency address _____

City/State _____ ZIP Code _____

Telephone (_____) _____ Fax (_____) _____

E-mail address _____

Signature of site coordinator _____ Date _____

Nomination/Endorsement

Nomination/endorsement must be made by the chief executive officer as defined on the back. It is recommended that a three-person team be site coordinators/facilitators. The team should consist of a content person, a facilitator, and a technology person.

I recommend _____ for participation in the NIC site coordinator's training. This nomination is made on the basis that the candidate (individually or as a member of a team) will be in a position to facilitate our participation in this training program. I understand that we will need to provide:

- ☐ A satellite or Internet hookup for the site coordinator's training.
- ☐ A satellite or Internet hookup utilizing a projector to enlarge the signal from the computer for the training program.
- ☐ A training site large enough to accommodate at least 24 participants for the training program.

The information provided above is accurate and complete. We will be using (check one or both):

☐ Satellite or ☐ Internet for reception

Signature of chief executive officer _____ Date _____

Type or print name _____

Title of chief executive officer _____ Telephone (_____) _____

WHO SHOULD ENDORSE REGISTRATIONS

NIC will return as “incomplete” registration 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 registration. If not, the registration form 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 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.*

Application for Regional Field Coordinator

To apply, complete this form, obtain the necessary endorsement, and mail or fax it to the NIC Academy, 1960 Industrial Circle, Longmont, Colorado 80501; fax 303-682-0469. Each item of this application must be completed to be given consideration.

☐ Mr. ☐ Ms. ☐ Mrs.

Name _____

Title _____

Is your primary job responsibility staff training?

☐ Yes ☐ No

Number of offenders/clients _____

Number of staff _____

Agency _____

Mailing address _____

City _____ County _____

State _____ ZIP Code _____

Telephone (_____) _____ Fax (_____) _____

E-mail address _____

Type of agency (check one)

☐ Federal—Bureau of Prisons

☐ Federal—Other

☐ State

☐ Indian country—Bureau of Indian Affairs

☐ Indian country—Tribal

☐ Regional

☐ County

☐ Municipal

☐ U.S. commonwealth or territory

☐ Foreign

☐ Private

Primary area of corrections (check one)

☐ Adult jail

☐ Adult community corrections

☐ Adult prison

☐ Other _____

Signature _____ Date _____

Nomination/Endorsement

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

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

Signature of chief executive officer _____ Date _____

Type or print name _____

Title of chief executive officer _____ Telephone (_____) _____

Endorsement of Application by Agency Chief Executive Officer

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

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

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

National Institute of Corrections Advisory Board

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Odie Washington

Director
District of Columbia Department of
Corrections
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(2 vacancies)



www.nicic.org

