

NIC Service Plan for Fiscal Year 1998

Training, Technical Assistance, Information Services

July 1997

National Institute of Corrections

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NOTICE

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 feasible opportunity to employees to enhance their skills through on-the-job training, work-study programs, and other training measures so they may perform at their highest potential and advance in accordance with their abilities. NIC will look favorably upon applications for programs where project staff and nominees for training include fair representation of women, minorities, and persons with disabilities.

FOREWORD

This document presents the National Institute of Corrections' service plan for fiscal year 1998, which begins October 1, 1997. It describes program opportunities available to state and local corrections agencies, technical assistance and training activities, and information sharing and networking events. For the first time, **it combines the *NIC Annual Program Plan* and the *NIC Schedule of Training Services* into one document.**

As most practitioners are aware, NIC's "grant" authority was rescinded in 1995 but our ability to make "cooperative agreements" was reinstated during this past year. This allows awarding funds to agencies and organizations to carry out major NIC programs, but still precludes the award of technical assistance grants to operating agencies. We believe NIC's strong program of direct service will continue to meet the field's needs, however. NIC's core programs will continue to serve additional jurisdictions, and we will be offering several new training programs.

This *Service Plan* describes only programs and services that are available to state and local agencies. Ongoing programs for which jurisdictions have already been selected for participation and new and continuation programs for which cooperative agreements will be awarded are **not** included. Cooperative agreements to be awarded will be announced for open competition in the *Federal Register*.

As in the past, NIC remains responsive to the critical needs of corrections at the state and local levels. Practitioners are encouraged to take advantage of the services available and to communicate their needs so that NIC can continue to evolve as a provider of timely, practical assistance to the field. We invite you to explore the technical assistance and training opportunities available and look forward to working with you in the coming year.

Morris L. Thigpen, Director
National Institute of Corrections
July 1997

on Computer Diskette Available

This *NIC Service Plan* is available to agencies on a WordPerfect 6.0/6.1 computer diskette. To obtain a copy on disk, mail a 3½" high-density blank diskette to the NIC Academy, marked Attn: Service Plan on Disk. The disk can be used for producing additional hard copies of the document or transmitting it to staff electronically.

The document is also available on the Internet. Connect to the Bureau of Prisons home page, www.bop.gov. From the menu, select the National Institute of Corrections, then Publications.

SECTION 1. INTRODUCTION

The National Institute of Corrections (NIC) was created in 1974 to provide leadership and assistance to the field of corrections. Its enabling legislation, Public Law 93-415, established a 16-member advisory board to provide policy direction and help set program priorities. 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. Its program responds directly to the needs identified by those working in state and local corrections agencies.

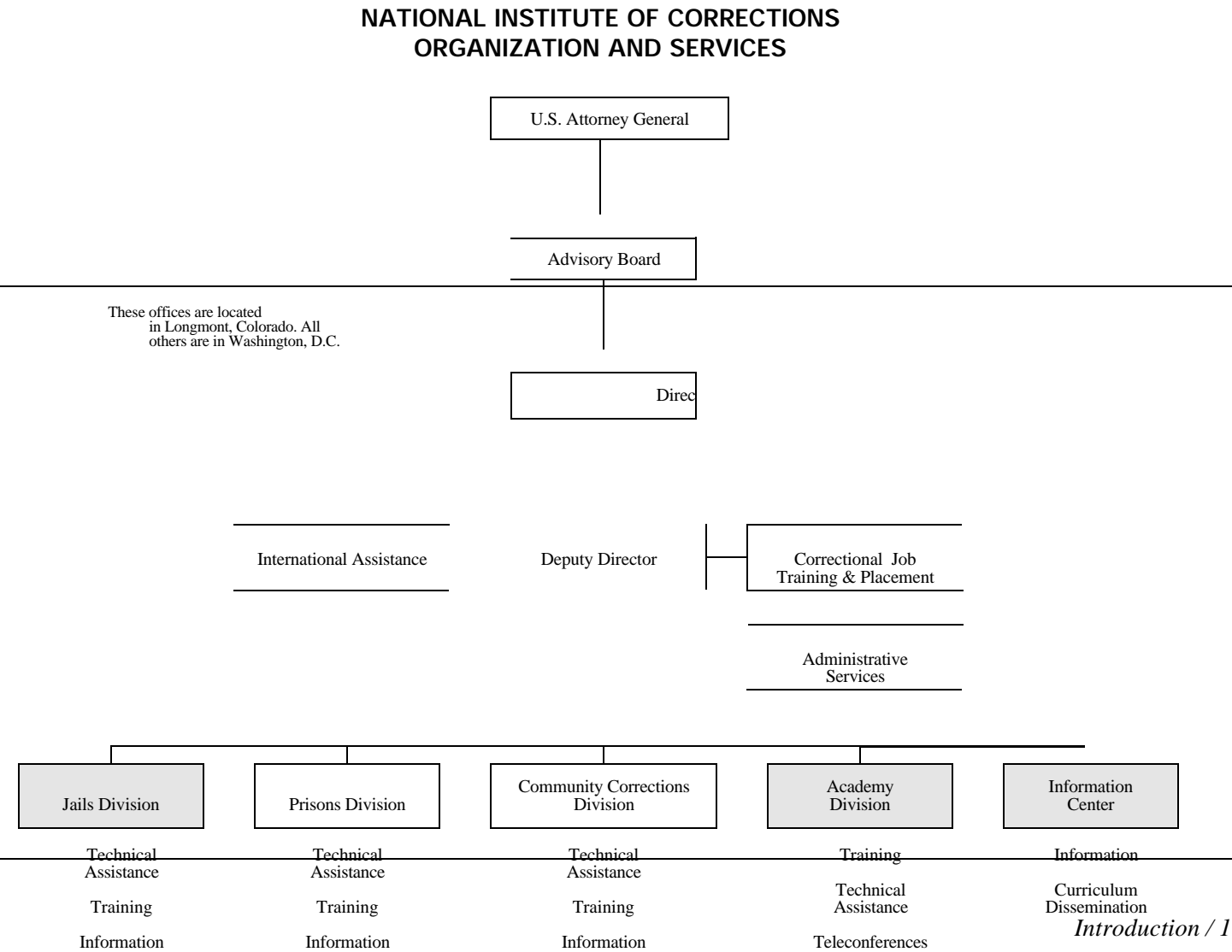
ORGANIZATIONAL STRUCTURE

NIC’s organizational structure is one where the primary constituent groups in adult corrections—jails, prisons, and community corrections—are each represented and served by an NIC division. All adult corrections agencies are also served by the Academy Division, the NIC Information Center, and the Office of Correctional Job Training and Placement (OCJTP). An Office of International Assistance coordinates services to practitioners from other countries.

NIC’s administrative offices, the Prisons and Community Corrections Divisions, OCJTP, and the Office of International Assistance are located in Washington, D.C. The Jails and Academy Divisions and the Information Center are located in Longmont, Colorado. NIC’s core staff is augmented by experienced corrections specialists on loan for 2-year periods from state and local governments and others assigned from the Federal Bureau of Prisons.

NIC’S SERVICE DELIVERY

STRATEGIES



Two strategies are used to carry out NIC's programs and services:

- A proactive and leadership approach to influence national policies, practices, and operations by identifying and developing programs that address areas of emerging interest and concern to correctional executives and practitioners as well as public policymakers;
- Responsive assistance and services to client agencies and staff to improve their correctional systems.

Programs and services are delivered through the following mechanisms:

- *Direct technical assistance* to provide expertise to the requesting agency. There is no award of funds to the agency, and the technical assistance is usually accomplished through onsite assistance. Technical assistance is generally provided for a period of 3 to 5 days for a maximum cost of \$10,000. Individuals retained by NIC or NIC staff provide the assistance.
- *Special emphasis programs* are available in specific areas in which NIC has completed developmental work and has established a coordinated, multifaceted approach to assisting agencies in successful program implementation. Activities can include technical assistance, training, peer consultation, and information dissemination. NIC staff facilitate or participate in these activities.

HOW THIS DOCUMENT IS ORGANIZED

This document combines the traditional *NIC Annual Program Plan* and the *NIC Schedule of Training Services*. The remainder of the document consists of the following sections.

Section 2. Technical Assistance Available to State and Local Agencies—This section describes the technical assistance services available to jails, prisons, and community corrections agencies. Procedures for requesting technical assistance are included here.

- *Training services* are provided through seminars conducted at the NIC Academy, at state and local sites, and regionally; videoconferences; and workshops provided as technical assistance and at conferences. These services are supported by ongoing curriculum development and refinement, a network of regional trainers, and a clearinghouse for correctional staff training materials. Technical assistance providers and NIC staff provide training services.
- *Information services* are closely related to the technical assistance and training services, but also support all other NIC programs. Corrections-related materials and NIC publications are disseminated to corrections practitioners by the NIC Information Center, which is operated by a private contractor. Information is also disseminated through the NIC divisions.
- *Networking activities* are sponsored by each of the NIC divisions to provide the opportunity for correctional executives and administrators to interact with their peers from other jurisdictions. These activities provide a forum for the exchange of information and experiences on current issues. NIC staff facilitate these meetings.

Section 3. Special Emphasis Programs Available to State and Local Agencies—This section describes program participation opportunities available to state and local corrections agencies. The programs described in this section offer a variety of interrelated services, including training, technical assistance, and information services, to accomplish specific objectives. NIC's Office of Correctional Job Training and Placement is also described.

Section 4. Information Sharing and Networking—This section describes NIC activities that promote the sharing of information among state and local corrections practitioners. NIC Information Center services, networking activities, and publications available to the field or under development are described here.

Section 5. Training Activities—This section describes the various training seminars to be conducted in Longmont, Colorado, at other locations, and in partnership with state and

local agencies; workshops; videoconferences; and other training activities. Eligibility and application requirements, dates, and locations of training are given. Application forms for training are included at the end of the document.

INTERNATIONAL ASSISTANCE

NIC is authorized to provide assistance to corrections agencies outside of the United States. NIC works with them to identify specific programs in U.S. jails, prisons, and community corrections agencies whose policies and procedures can be modified to meet others' needs and whose operations have been documented and evaluated. Assistance frequently entails coordinating visits to federal, state, and local corrections programs and facilities.

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

Inquiries and requests for assistance should be made to Bill Wilkey, Office of International Assistance, at the NIC Washington, D.C., address or telephone 800-995-6423 x168.

SECTION 2. TECHNICAL ASSISTANCE AVAILABLE TO STATE AND LOCAL AGENCIES

A large part of NIC's 1998 program consists of providing technical assistance to state and local corrections agencies. The technical assistance program is administered by each of the NIC program divisions—Jails, Prisons, Community Corrections, and the Academy. NIC offers technical assistance to all adult corrections agencies in the United States and its commonwealths and territories. In some cases, it is also available to professional associations and oversight or advisory groups that are working to improve corrections.

Direct technical assistance will be available to respond to critical needs, problems, and individual requirements of state and local corrections agencies. **NIC is no longer authorized to award grants**, but the direct technical assistance program will continue unchanged.

Direct technical assistance responds to the specific needs identified by the requesting agency and is usually provided through onsite assistance. This involves NIC sending an experienced individual(s) to serve in an advisory capacity and/or work with staff of the state or local agency in assessing programs and operations; implementing advanced practices; and improving overall agency management, operations, and programming. NIC recommends at least three experienced technical assistance providers who are qualified to render the type of assistance needed. Agencies may select one of these persons or may request that assistance be provided by another person who is deemed qualified by NIC to provide the assistance. Occasionally, NIC sponsors visits by an individual or team from a corrections agency to another jurisdiction to observe advanced practices.

Direct technical assistance is usually provided for a period of 3 to 5 days, but for no longer than can be provided for a maximum of \$10,000. This amount must cover all expenses related to the technical assistance provider's time, preparation, and travel. For projects that are more complex and require more effort, agencies should contact the appropriate NIC division to discuss possible strategies prior to submitting a request. All onsite technical assistance efforts result in a written report to the recipient agency and NIC, with detailed recommendations for addressing the problem(s) for which assistance was provided.

Procedures for requesting technical assistance are given on page 6.

TECHNICAL ASSISTANCE FOR JAILS

Technical assistance will be provided to local jails and jail-related agencies to improve management, operations, services, and programs. Private agencies providing correctional services under contract to government agencies are eligible for assistance from NIC only if their request is endorsed by the chief executive officer of the government agency to which they provide those services.

- Legal issues,
- Facility review,
- Standards and accreditation,
- Suicide prevention,
- Medical services,
- Objective jail classification,
- Data management,
- Jail industries,
- Inmate job training and placement.

The Jails Division provides technical assistance related to jail planning, management, and operations. This includes, but is not limited to:

- Policy and procedure development,
- Jail security,

TECHNICAL ASSISTANCE FOR PRISONS

- Classification,
- Supermaximum security facilities,
- Emergency preparedness,
- Privatization,
- Death row management,
- Prison security,
- Health care,
- Prison system master planning,
- Americans with Disabilities Act,
- Women offenders,
- Program and operations audit/evaluation,
- Management information systems,
- Security audits,
- Staffing analysis,
- Victims' services.

Human Resources

- Executive leadership development for women,
- Sexual harassment and sexual misconduct,
- Affirmative action.

Prison Programs

- Substance abuse;
- Parenting;
- Long-term inmates;
- Violent offenders;
- Prison industries;
- Education, literacy, and vocational training;
- Job skills training;
- Sex offenders;
- Boot camps;
- Mental health;
- Older offenders;
- Pre-release/life skills.
- Services for specific offender groups (e.g., sex offenders, substance abusers, high-risk violent offenders);
- Violation and revocation processes and programs;
- Job readiness training, job placement, and job retention services for offenders;
- Community and restorative justice programs (e.g., community policing, community courts, community corrections).

Technical assistance will be provided to state departments of corrections and prisons to improve management, operations, personnel practices, and programs. Because of the high demand for technical assistance services, the Prisons Division has established the following priority areas. These priorities do not preclude providing assistance in other areas, however.

Prison Management and Operations

TECHNICAL ASSISTANCE FOR COMMUNITY CORRECTIONS

Technical assistance will be provided to state and local probation and parole agencies, residential programs, public and private community corrections agencies, and other community-based corrections programs. In special cases, requests from organizations or associations whose mission is to support and/or assist community corrections agencies will be considered.

Private agencies providing correctional services (e.g., facility operations, pre-sentence report writing) under contract to government agencies are eligible for assistance from NIC only if their request is endorsed by the chief executive officer of the public corrections agency to which they provide those services. That person might be the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections.

Requests for assistance should reflect a significant agency problem. Typical areas that could be addressed by technical assistance include, but are not limited to:

Service Delivery Activities

- Supervision strategies;
- Intermediate sanctions;
- Victims' services and programs;
- Caseload management systems;
- Pre-sentence investigations;
- Post-conviction community-based programming;
- Probation and parole decisionmaking;
- Community-based residential programming;
- Supervision and services for women offenders;

Organizational/Environmental Issues

- Organizational development,
- Influencing criminal justice system decisionmaking,
- Officer safety awareness,
- Accountability measures,
- Privatization/contracting for services,
- Improving management practices,
- Community Corrections Act legislation,
- Automation and management information systems,

- Policy development and implementation,
- Marketing effective programming.

TECHNICAL ASSISTANCE RELATED TO TRAINING

Technical assistance will be provided to state and local jails, prisons, and community corrections agencies to improve the design, delivery, operation, management, and evaluation of their staff training programs. Priority consideration will be given to training that has regional impact or builds inter/intra-agency capacity to deliver training.

Typical areas that could be addressed by technical assistance include, but are not limited to:

Identification of Training Needs

- Designing and/or conducting a needs assessment,
- Responding to training mandates,
- Developing the agency's ability to analyze a job.

Strategies for Training Development and Delivery

- Developing a new curriculum,
- Modifying an existing curriculum,
- Developing competency-based training programs,
- Acquiring or maximizing the use of training technologies,
- Designing or developing alternatives to formal classroom training.

Evaluation of Training Programs

- Evaluating a training program or series,
- Evaluating individual curriculum modules,
- Assessing the impact of training on the target population,
- Evaluating instructional strategies.

Management of Training Systems

- Evaluating the role of training in the organization,
- Assessing the use of training staff,
- Developing methods to manage the training budget,
- Designing a management information system,
- Assessing the use of resources and materials,
- Evaluating the current capacity to train.

Training for Trainers: Capacity Building

- Building system capacity through training for trainers,
- Delivering NIC Academy programs through NIC trainers

When NIC receives the written request, a staff member will be assigned to review it and will telephone the requesting agency's contact person to discuss the need. If the NIC staff member determines that technical assistance would be appropriate, its delivery will be arranged. In emergency situations, technical assistance can be arranged immediately.

Because NIC resources are limited, each request for technical

collaborating with agency trainers.

PROCEDURES FOR REQUESTING TECHNICAL ASSISTANCE

There are no deadlines for submitting requests for technical assistance. Since funds are limited, however, it is advisable to apply for assistance soon after a need is identified. Technical assistance requests are considered throughout the year or until funding for the program is depleted. The procedures for requesting technical assistance follow.

1. The chief executive officer of the agency must sign a letter of request prepared on official stationery. The written request should:
 - Identify the specific problem(s) for which assistance is sought,
 - Suggest a plan or specific action(s) to address the problem(s),
 - Explain why assistance must be obtained at the federal level,
 - State the anticipated number of days the assistance would be needed,
 - Identify an agency contact person for the request.
2. For technical assistance related to **prisons** or **community corrections**, send the written request to the Technical Assistance Manager of the Prisons Division or the Community Corrections Division at:

National Institute of Corrections
320 First Street, N.W.
Washington, D.C. 20534

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:

National Institute of Corrections
1960 Industrial Circle, Suite A
Longmont, Colorado 80501

Review of Technical Assistance Requests

assistance will be carefully evaluated to determine the best method of meeting the needs of the corrections agency. In reviewing each request, NIC staff will consider:

- Whether the request can be adequately handled by NIC staff or by sending written material from the NIC Information Center,
- Whether state or other resources are available to adequately provide the requested service,
- Whether NIC should retain an experienced individual to work onsite with corrections officials to resolve the specific issue(s) or problem(s).

The criteria that will be used to determine NIC's method of responding to the request for assistance include:

- The costs and time that would be necessary to complete

SECTION 3. SPECIAL EMPHASIS PROGRAMS AVAILABLE TO STATE AND LOCAL AGENCIES

This section describes programs in which state and local agencies can participate. The programs involve a variety of services and activities designed to accomplish specific objectives. Technical assistance, training, peer consultation, and information dissemination are key components of all of the programs. Some involve policy and program development also. The programs described here reflect direct hands-on service, assistance, and guidance available to the participating agencies.

OFFENDER JOB TRAINING AND PLACEMENT

In March 1995, an Office of Correctional Job Training and Placement was created within NIC to encourage and support job training and placement programs that provide services to offenders and ex-offenders. Services available in this area during fiscal year 1998 will include:

- Technical assistance in a variety of areas related to offender employment. Agencies interested in obtaining assistance should apply through the Jails, Prisons, Community Corrections, or Training technical assistance programs described in Section 2 of this document.
- Training seminars to be conducted in Longmont, Colorado, for offender employment specialists. See page 28.
- Written materials from the NIC Information Center, including a recently developed annotated bibliography of relevant titles available.

For more information, contact John Moore, Office of Correctional Job Training and Placement, at the NIC Washington, D.C., address or telephone 800-995-6423 x147.

WHAT WORKS AND WHAT

Training Seminars. The following three seminars will be conducted as part of this program. Eligibility and application

the project;

- The requesting agency's history of prior requests for technical assistance services (e.g., type, number, progress made on implementing recommendations);
- The clarity of the request, including how receiving technical assistance will benefit the corrections agency, staff, and offenders;
- The consistency of the request with the appropriate role of the federal government.

DOESN'T IN CORRECTIONAL PRACTICE

Through several integrated approaches, this program bridges the gap between current correctional practices and what is known from research conducted over the past 20 years about what works and what does not work. Focusing on higher-risk offenders, this effort will help practitioners and policymakers convert research findings into policies and operational strategies that promote public safety and reduced criminal behavior by offenders. It will examine such issues as objective classification to determine the relative risk for continued criminal activity; influences in offenders' lives that support criminal behavior; and intervention strategies and approaches known to work with offenders.

This program consists of three parts in which state and local agencies can participate: 1) training seminars, 2) readiness assessments and technical assistance, and 3) workshops at professional conferences and meetings. In addition, practitioners, academicians, and researchers working in two topic areas related to managing higher-risk offenders will be invited to meetings to examine current knowledge and state-of-the-art practices in these areas. NIC will use the information gained from these meetings to further its work with the field.

requirements are described more fully in Section 5.

- **Changing Offender Behavior: Principles and Strategies for Case Planning and Supervision.** A 36-hour seminar will be provided as a partnership with three separate agencies wishing to host the program. Based on current knowledge about what works in changing criminal behavior, the training will focus on developing specific skills and strategies for effectively working with offenders in a treatment environment. NIC will provide trainers, training materials, and assistance with travel and per diem for participants. See page 35.
- **Effective Interventions with Higher-Risk Offenders.** A 36-hour seminar to be offered twice in Longmont, Colorado, will examine intervention strategies that focus on long-term behavioral change. The training is designed for teams from jails, prisons, or community corrections. NIC will pay the travel and per diem expenses of participants. See page 36.
- **Site Coordinator Training for Cognitive Approaches Videoconference.** In September 1997, NIC will present a 16-hour videoconference on the fundamentals of cognitive interventions shown to have a positive effect on changing criminal behavior. The video presentation will be supplemented with an additional 16 hours of local training and skills practice conducted by agency trainers. The videoconference will be broadcast again in the fall of 1998. To prepare trainers to coordinate and facilitate the local portion of the 1998 program, a 36-hour seminar will be presented in Longmont, Colorado. NIC will pay the travel and per diem expenses of participants. Expenses related to participation in the videoconference will be the responsibility of the participating agencies. See page 38.

Readiness Assessments and Technical Assistance. Specialized assistance will be provided to a limited number of agencies that participate in activities associated with this multi-year project to help them plan for new or revised programs to manage higher-risk offenders. NIC will assist these agencies in assessing their readiness to implement their proposed programs and in developing appropriate goals, objectives, policies, and procedures that reflect the key principles of effective management of offenders. Program performance measures, monitoring procedures, and evaluation techniques will be given special attention. Technical assistance will also be available to help agencies with design, implementation, staff training, and related issues for developing new and revised programs for offenders.

Workshops at Professional Conferences and Meetings. NIC will co-sponsor with corrections agencies, organizations, and associations intensive training workshops on effective correctional practices. The workshops will explore impli-

cations for programming and service delivery derived from meta-analysis of correctional research conducted over the past 20 years. Typically, the workshops will be held in conjunction with national, regional, or local conferences or meetings where the host organization is already otherwise engaged in arranging for and providing meeting space, logistical support, and publicity to draw participants from surrounding geo-graphical areas. NIC will provide the curriculum, trainers, and all related materials, but will not pay the expenses of those attending.

For more information about this program or hosting a workshop, contact David Dillingham, NIC Community Corrections Division, at the NIC Washington, D.C., address or telephone 800-995-6423 x132.

PUBLIC PROTECTION THROUGH OFFENDER RISK MANAGEMENT

The job of corrections is to both punish offenders—hold them responsible for their crimes—and effectively manage the risk that they may commit additional crimes. Public safety is enhanced when these dual responsibilities for punishment and reduced recidivism are balanced. By examining the goals of corrections and the relative merits of various approaches and strategies to reduce criminal behavior, this project will promote program elements that have proven to be effective in promoting public safety.

NIC will co-sponsor with corrections agencies, organizations, and associations up to six 3-day workshops that will: 1) promote an understanding of the goals of corrections as part of the criminal justice system, 2) explore the empirical basis for correctional interventions in managing risk and promoting public safety, and 3) examine the implications of various interventions for correctional management and programming. These workshops may be held in conjunction with national, regional, or local conferences or meetings. The host organization will be responsible for providing meeting space, logistics support, publicity, etc. NIC will provide trainers and training materials, but will not be responsible for the expenses of those attending. For more information about this program or hosting a workshop, contact David Dillingham, NIC Community Corrections Division, 800-995-6423 x132.

As part of this multi-year effort, NIC will be conducting an impact survey of this and past years' workshops. Participants may be contacted and asked to provide information about the effect this program has had on their agency's operation.

JAIL MENTAL HEALTH SERVICES

NIC will continue to assist local jurisdictions in improving mental health services for jail inmates. Assistance will include a mental health workshop and onsite technical assistance.

Jail Mental Health Services Workshop. A 28-hour training workshop to bring three-person teams of jail and mental health representatives together in a collaborative environment will be conducted in Longmont, Colorado. The workshop will emphasize a systems approach to delivering jail mental health services and help participants develop detailed plans for their jurisdictions. NIC will pay the travel and per diem expenses of participants. See page 29.

Upon request, the workshop can also be provided onsite in local jurisdictions. NIC will provide two trainers, the curriculum, and master copies of the training materials. The requesting host agency will be responsible for providing the training room, equipment, duplication of training materials, and incidentals. Participants will be responsible for their own expenses.

Mental Health Technical Assistance. Onsite technical assistance will be provided to local jurisdictions to improve mental health services for jail inmates.

APPLICATION PROCEDURES

Those interested in attending the training workshop should mail or fax a letter of request, signed by the sheriff or other official responsible for jail administration **and** the director of the jail mental health provider, to the NIC Jails Division. They will be sent a special application form to complete. To request technical assistance, send a letter prepared in accordance with the procedures given on page 6 to the Jails Division.

FACILITY DEVELOPMENT PROGRAM

This program will assist up to 64 local jurisdictions by providing five separate activities, each designed for a particular segment of the jail planning, design, construction, and transition continuum. Local jurisdictions may participate in any of the activities for which they are eligible, but ideally they will enter the program at the first step.

Community Meetings. Up to 10 jurisdictions that are considering renovation of an existing jail or construction of a new one will be provided assistance in assessing their local criminal justice needs. In each jurisdiction, a community meeting of key criminal justice decisionmakers will be held to discuss the role incarceration plays in the local criminal justice system, to begin to develop consensus on local criminal justice goals, and to provide training on selected topics.

Each jurisdiction will receive a comprehensive report that provides recommendations responding to the jurisdiction's purpose and stated objectives for participating in the program. The report will also provide direction for future assistance, which may include participation in the Planning of New Institutions workshop.

Planning of New Institutions Workshops. Officials from up to 15 jurisdictions that have made a firm decision to construct a new jail and can demonstrate a willingness to undertake a major planning effort will be provided intensive training to help them gain an understanding of the facility development process.

For a jurisdiction to be eligible to participate, those persons who have a key policy- and decisionmaking role in the planning and construction project must make a firm commitment to attend the entire 36-hour training session in Longmont, Colorado. These individuals include the sheriff or director of corrections, the jail administrator, and a county commissioner.

NIC will pay the travel and per diem expenses for four persons from a jurisdiction to attend the training. One or two other individuals from the jurisdiction may attend at their own expense. Depending on the size of the teams, up to five jurisdictions will be selected to attend each of the three training programs. See page 30.

Jail Design Review Workshop. Two-person teams from up to 12 jurisdictions that are in the process of designing a new jail will be provided training to help them understand the technicalities of jail design. The training will enable them to ensure that schematic design drawings accurately reflect their agency's mission and functional program. The workshop will be conducted in Longmont, Colorado, and NIC will pay the travel and per diem expenses of participants. See page 31.

Jail Schematic and Functional Plan Reviews. NIC Jails Division staff will assist up to 5 jurisdictions by providing technical reviews of either schematic design plans or functional program plans for their new jails. The reviews will assess the degree to which the plans reflect the functional program and adhere to professional standards. They will also include an assessment of basic operational components (e.g., visiting, intake).

Transition Planning Assistance and How to Open a New Institution Workshop. NIC technical assistance providers will work onsite in up to 22 jurisdictions to help officials understand the process and requirements for making the transition to a new jail. The jurisdictions will be assisted in developing a mission statement, policy and procedures, and post orders that support efficient and effective facility operations. The program also develops supervisors' and staff's knowledge about the new facility's design and develops their skills for operating the new jail. The program is available to jurisdictions at three different points in time before the new jail opens.

- Pre-transition assistance is designed for jurisdictions that are 18 to 20 months away from the scheduled opening of their new jail. It helps local officials identify the major components of transition, including tasks, timelines, and resources; select a transition team; and make informed decisions about the transition.
- The How to Open a New Institution workshop portion of the program is for jurisdictions within 12 to 18 months of

OBJECTIVE JAIL CLASSIFICATION

This program will assist up to 48 jurisdictions in developing an objective jail classification system. An objective jail classification system provides consistent and fair classification of inmates, helps reduce critical incidents in the jail, and provides the data necessary for effective management of jail space and staff resources. A combination of training and technical assistance will be provided to help jail officials develop and implement the system. NIC will pay the travel and per diem expenses for participants to attend the training workshops.

Orientation Workshops. Three 32-hour workshops will be held in Longmont, Colorado, to provide an orientation to objective jail classification for two-person teams from up to 36 local jurisdictions. See page 29.

Implementation Workshop. A 32-hour workshop will be held in Longmont, Colorado, for two-person teams from up to 12 jurisdictions, preferably the same team members who attended the orientation workshop. Prior to the workshop, the teams will

opening their new facility. It assists the local transition team in developing policy and procedures and in developing and implementing a comprehensive, cost-efficient transition action plan that includes staff training, move logistics, and resource needs and designates responsible persons and timelines.

- Transition assistance will be provided to a limited number of jurisdictions that are within 10 months of opening a new jail. This assistance is considered critical and is limited in scope because of the short amount of time before the scheduled facility opening. Within the time available, the jurisdictions will be assisted in identifying the critical tasks required to open the new facility and in developing an action plan to achieve those tasks. To receive this assistance, a locality must have already selected and trained a transition team.

APPLICATION PROCEDURES

Local officials interested in applying for participation in any of the five Facility Development Program activities should send a letter on official stationery to the NIC Jails Division. The letter should describe at what stage the jurisdiction is with regard to construction of a new jail and identify in what program activity they would like to participate. The letter must be signed by the sheriff or other official responsible for operation of the local jail.

have drafted a document for each component of the objective jail classification system, which includes a mission statement, goals and objectives, policies and procedures, and other information. Each jurisdiction's draft documents will receive a combination of peer and technical review and critique during the workshop. Training will be provided on the action steps required to finalize and implement a valid objective jail classification system.

Technical Assistance. Onsite technical assistance will be provided to up to 15 jurisdictions involved in developing or implementing an objective jail classification system to help them assess progress and troubleshoot difficulties. Assistance will also be available to jurisdictions approximately 1 year after implementation of the system to verify the projected outcomes derived from the system as a jail management tool. National and state professional associations and state agencies interested in forming partnerships with NIC to assist jails statewide in implementing objective jail classification will also be eligible for technical assistance.

APPLICATION PROCEDURES

Jurisdictions interested in participating in a workshop or receiving technical assistance should send a written request on official stationery to the NIC Jails Division. The letter must be signed by the sheriff or other official responsible for jail administration.

PODULAR/DIRECT-SUPERVISION JAILS

This program will assist local officials in understanding the principles of direct-supervision jails and will prepare jail housing officers for operating their new direct-supervision units. The program has five separate activities.

Public Education and Information Sharing. NIC has developed a number of public education materials that explain the basic concepts of podular/direct-supervision jails and how they differ from traditional facilities. A videotape about direct supervision is also available to interested parties.

Direct-Supervision Jails List. The Jails Division maintains a listing of podular/direct-supervision jails nationwide to help local officials identify facilities from which they might obtain information about direct-supervision design and operations. Brief information on each jail is provided—including the date opened and number of beds—and a distinction is made between jails designed and operated as direct-supervision and those designed otherwise that incorporate direct-supervision principles in their operations.

Training for Trainers in Interpersonal Communication Skills—The Jails Division will conduct a 5-day workshop at the requesting locality that will prepare staff trainers to teach jail personnel the basic skills for successfully communicating with inmates.

Direct-Supervision Orientation Workshop. The Jails Division will conduct a 30-hour workshop on the podular/direct-supervision concept for officials from up to eight jurisdictions that are planning new jails. The workshop will familiarize them with the principles of designing and operating a direct-supervision jail and will provide them with information on which to base decisions about their own jail projects. It will be conducted at a direct-supervision jail, and NIC will pay the travel and per diem expenses of participants. See page 30.

Site Visits to Direct-Supervision Jails. Representatives of up to seven jurisdictions that are planning new jails will be sponsored on visits to another jurisdiction to review the design and operation of a direct-supervision jail. The 1- to 2-day visits will allow up to two officials from a jurisdiction to observe operations, review policies, and interview staff. Within 2 weeks after the site visit, the participants are required to submit a report to the Jails Division that gives an overview of their activities and describes how the visit will contribute to their new jail project.

Direct-Supervision Housing Officer Training. The Jails Division will provide training to a limited number of jurisdictions preparing to open a podular/direct-supervision jail. The training will focus on teaching line officers interpersonal communication skills and how to operate a direct-supervision housing unit, as follows.

How to Run a Direct-Supervision Housing Unit—This 4-day program, conducted at the requesting locality, will cover such topics as the officer's role in the unit and management style, planning and organizing unit activities, and managing inmate behavior. It may also be offered as a training for trainers workshop. To be eligible for this workshop, the requesting agency must have trained its housing officers in interpersonal communications skills.

APPLICATION PROCEDURES

To apply for participation in the Orientation Workshop or for sponsorship on a site visit, send a brief written request on official stationery to the NIC Jails Division. The letter must include the names and titles of the persons who wish to participate and the name and telephone number of a contact person. To apply for participation in the Direct-Supervision Housing Officer training, the letter must verify that the jurisdiction is building a podular/direct-supervision jail and provide the date the new jail will open. All letters must be signed by the sheriff or other official responsible for jail administration. To obtain a copy of the *Direct-Supervision Jails List* or other direct-supervision written material, contact the NIC

JAIL ACCREDITATION ASSISTANCE PROGRAM

This program will assist up to 11 jurisdictions that are planning to seek national jail accreditation. Up to 4 jurisdictions will be provided initial accreditation assessments, and up to 7 jurisdictions will be provided pre-accreditation audits prior to the visit by the accrediting organization. Technical assistance and other accreditation services will also be available to meet specific needs.

Initial Accreditation Assessment. Up to four jurisdictions will be provided with an initial assessment of their readiness for an accreditation audit. During 2 or 3 days onsite in the locality, a technical assistance provider will tour the jail; provide an orientation to the accreditation process and audit procedures; and review policy and procedure format and content, compliance issues, mandatory standards, and documentation file development. An exit briefing will be conducted, and the jurisdiction will receive a written report.

Pre-Accreditation Audit. A pre-accreditation audit will be provided for up to seven jurisdictions when their documentation files are complete. Two technical assistance providers will spend up to 4 days in the jurisdiction reviewing the documentation files standard by standard, assessing all primary and secondary documentation, reviewing file organization, touring the facility, and assessing audit readiness. A comprehensive exit summary of standards compliance and audit issues will be followed by a written report. The program will consist of an initial workshop for county commissioners, sheriffs, and jail administrators in each of the two states or regions and subsequent workshops and technical assistance over a 2-year period. A single point of contact in each of the states or regions will be selected to provide local logistical support for activities, including identifying workshop sites and disseminating information.

Participants will attend the workshops at their own expense. NIC will provide the trainers, training curriculum, and associated materials. Funds permitting, the NIC Jails Division will choose two new states or regions for participation in this program every 2 years. The program includes the following components.

accreditation audit is most effective when the jurisdiction has prepared to the level of the actual audit. It is recommended that jurisdictions plan at least an 8-week interval between an NIC pre-accreditation audit and the formal audit by the accrediting organization.

Other Accreditation Services. As part of the Jail Accreditation Assistance Program, the NIC Jails Division will provide information to requesting agencies on standards compliance, audit preparation, and the accreditation hearing.

APPLICATION PROCEDURES

Local jurisdictions interested in participating in this program should send a letter, prepared in accordance with the procedures for requesting technical assistance given on page 6, to the NIC Jails Division. The program components are independent of each other, and a jurisdiction may request any of the services available.

SMALL JAILS ASSISTANCE PROGRAM

This program will assist small jails in two states or regions with predominantly small jails (100 or fewer inmates). The program builds on past NIC efforts in working with small jails. It will focus on training jail administrative staff and policymaking officials on a variety of topics, while also fostering the development of an ongoing network of small jails in the two targeted states or regions.

The Jail as a Part of County Government Workshop. This 3-day workshop for a team from each jurisdiction consisting of the sheriff, jail administrator, and a county commissioner is designed to build a collaborative approach to addressing jail issues. It will be the initial activity in each of the two selected states or regions.

Administering the Small Jail Workshop. This 3½-day training workshop for jail administrators will cover a variety of topics that form the basis for professional jail administration. This will be the second activity in the selected states or regions.

Follow-Up Workshops. Based on the needs identified in the first workshop, each state or region will be provided up to three additional training workshops specifically designed for small jails. Workshop topics may include jail liability, policy and procedure development, cost-effective staff training, and inmate supervision.

Technical Assistance. Technical assistance will be available to small jails throughout the country, regardless of whether

they are in the two selected states or regions.

APPLICATION PROCEDURES

State sheriffs' or jail associations or other state agencies interested in serving as the coordinator for their state should

send a letter of interest to the NIC Jails Division indicating that they have the capability to provide the necessary logistical support. To request technical assistance, follow the procedures given on page 6.

SECTION 4. INFORMATION SHARING AND NETWORKING

NIC's enabling legislation directs that it "serve as a clearinghouse and information center for the collection, preparation, and dissemination of information on corrections." NIC contracts with a private organization to operate the NIC Information Center in Longmont, Colorado, and actively promotes information sharing through networks and development of publications on high-interest subjects. Through the development and dissemination of practical materials, NIC is able to cost-effectively assist thousands of practitioners in improving their agency operations and programs. By bringing administrators of similar agencies together, NIC provides a format and opportunity for agency leaders to learn from the successes and failures of their peers in other jurisdictions.

NIC INFORMATION CENTER SERVICES

Practitioners, policymakers, and others with questions related to corrections programs, services, or operations anywhere in the country may request information or materials from the NIC Information Center. The Information Center maintains a collection of the most current and useful materials available in corrections and related fields, and specializes in unpublished materials developed by state and local agencies. In addition to drawing from this extensive collection, the Information Center staff interacts daily with practitioners, administrators, and others to monitor the latest developments and issues in corrections.

The Information Center also maintains special collections:

- **Correctional Staff Training**—For state and local correctional training staff, the Information Center has a variety of staff training materials developed by the Academy and by state and local agencies. (See the Correctional Training Network discussion on page 40.)
- **Adult Correctional Education**—For those with an interest in education, the Information Center offers a variety of agency-developed curriculum materials, program descriptions, and evaluations in all areas of adult correctional education.
- **Offender Job Training and Placement**—For corrections and other practitioners engaged in efforts to advance the employability and employment of offenders, the Information Center maintains a collection of materials on job training, assessment/counseling, development, placement, and retention.

INFORMATION REQUEST PROCEDURES

To request information, write or call the NIC Information Center, 1860 Industrial Circle, Suite A, Longmont, Colorado 80501; telephone 800-877-1461; fax 303-682-0558. Requesters should specify:

- The materials or information they are seeking;
- Why the information is needed (if it will help the Information Center staff gain perspective on a broad topic area);
- How soon the information is needed;
- In the case of requests for specific written materials, the author, title, date of publication, and publisher, if known.

In responding to requests, the Information Center necessarily gives highest priority to correctional administrators and personnel; federal, state, and local legislators and officials; and representatives of the judiciary. Nominal fees may be charged to cover the cost of duplication, shipping, and handling.

COMMUNITY CORRECTIONS NETWORKS

The Community Corrections Division sponsors and facilitates meetings of six ongoing practitioner groups with common interests and concerns. The six network groups include: 1) administrators of oversight functions responsible for local community-based programming in 15 states, 2) chairpersons of parole boards in 57 jurisdictions, 3) chief probation officers of 13 major urban probation offices, 4) chief executives of statewide probation and parole agencies in 26 states, 5) chief executives of statewide probation agencies in 9 states, and 6) elected presidents of 9 professional associations for community corrections practitioners.

The meetings allow the network participants to exchange information on critical issues and share management strategies. They are held in conjunction with professional conferences or at the home site of participants whose agencies are operating programs that can be observed by the attendees.

Contact the Community Corrections Division for more information.

NATIONAL SHERIFFS' INSTITUTE

NIC will continue to support the National Sheriffs' Institute, which is a 2-week executive program designed to develop first-term sheriffs' skills for working with staff, citizens, and the external criminal justice environment. Conducted jointly with the National Sheriffs' Association, the program is offered three times each year, with up to 30 sheriffs participating in each session. Participation is open to any sheriff who is serving his/her first term. Contact the NIC Jails Division for more information.

LARGE JAIL NETWORK

The Jails Division each year sponsors two networking and information-exchange sessions for administrators of the nation's 100 largest jail systems (with average daily populations of more than 1,000 inmates). These administrators include sheriffs, directors of county corrections departments, designated jail chiefs, and commissioners of state corrections departments in the six states with unified prison and jail systems. To be held in Longmont, Colorado, the sessions provide an opportunity for the administrators to share problems and successful approaches to resolve them. Contact the Jails Division for more information.

STATE DIRECTORS OF CORRECTIONS NETWORK

The Prisons Division each year sponsors an annual networking session for all directors of state departments of corrections, as well as two orientation sessions for newly appointed directors. It also supports one-on-one training sessions where new directors can spend several days working with an experienced director, training at regional directors' meetings, and updating of a manual that is sent to all new directors during their first

week on the job. Contact the Prisons Division for more information.

NIC PUBLICATIONS

Each year NIC sponsors the development of publications on topics of high interest to corrections practitioners. Copies of these documents and a listing of NIC publications are available from the NIC Information Center. New documents published over the past few years include the following titles:

- *Annotated Bibliography on Offender Job Training and Placement*, 1997.
- *Women in Jail: Classification Issues*, 1997.
- *Women in Jail: Facility Planning Issues*, 1997.
- *Women in Jail: Legal Issues*, 1996.
- *A National Symposium on Violent Offenders: Summary and Resources*, 1996.
- *Audits of Podular, Direct-Supervision Jails*, 1996.
- *Critical Analysis of Emergency Preparedness, Self-Audit Materials*, 1996.
- *Developing/Revising Detention Facility Policy and Procedures*, 1996.
- *Jail Site Evaluation and Selection*, 1996.
- *Managing Staff: Corrections' Most Valuable Resource*, 1996.
- *Prison Suicide: An Overview and Guide to Prevention*, 1995.
- *Prison Security "Tips,"* 1995.
- *Program Review and Internal Audit in Corrections*, 1994.
- *Correctional Technology: A User's Guide*, 1994.

Documents currently under development include:

- *Community Corrections Approaching the 21st Century*.
- *Design Guide for Jails* (revision of the 1988 *Small Jail Design Guide*).
- *Jail Design and Operation and the Constitution*.
- *Supermax Housing: A Survey of Current Practice*.

SECTION 5. TRAINING ACTIVITIES






Training for state and local practitioners working in adult corrections has always been a primary service of NIC. A variety of training activities is planned for fiscal year 1998, including seminars in Longmont, Colorado, and at other locations; videoconferences; conference workshops; and regional trainers' activities. Twelve new training programs will be introduced.

This section describes training available for federal, state, and local practitioners working in adult corrections during fiscal year 1998. NIC develops and delivers training for jail, prison, and community corrections practitioners, as well as for some elected officials involved with corrections. While most of the activities described in this section will be coordinated or conducted by the NIC Academy Division, the other NIC divisions also conduct or coordinate training.

An Individual Application form (A), a Partnership Site Application form (B), and a Videoconference Site Registration form (C) are included at the end of this document. The forms may be duplicated as needed.

GENERAL INFORMATION

Comprehensive training will be offered through 18- to 86-hour seminars conducted in Longmont, Colorado; at central locations; or in partnership with state and local corrections agencies at their locations. All seminars available are described in this section and are annotated with a symbol to indicate where they will be presented, as follows:

-  To be presented in Longmont, Colorado.
-  To be presented at a central location.
-  To be presented as a partnership seminar.
-  To be presented in Longmont **and** as a partnership.
-  To be presented in Longmont **and** at a central location.

Each seminar includes small- and large-group discussions, group exercises, and shared experiences. In most cases, participants develop individual action plans or initiate projects to implement in their agencies.

Participants may be requested to provide follow-up information about implementation outcomes to help NIC assess the impact of its training on the participating agencies. The data will be collected through several strategies, including: 1) audioconferences with participants, 2) questionnaires, 3) telephone interviews with participants and/or their agency administrators, or 4) brief reports written by participants.

Longmont Seminars

During fiscal year 1998, 40 seminars will be conducted in Longmont. There are **no registration, tuition, or materials fees** associated with NIC training. NIC also pays travel and per diem expenses for participants in Longmont and centrally located seminars. Participants in partnership seminars or their agen-

cies must pay the travel, lodging, and meals costs associated with attending the training, unless otherwise noted. More information is given below for each type of seminar.

Centrally Located Seminars *

Eleven seminars on eight subjects will be presented at locations away from Longmont.

Partnership Seminars

Partnership seminars will be conducted on the eight subjects listed below. Up to 30 participants can be accommodated in each.

- **Management Development for the Future**—See page 23.
- **Strategies for Building Effective Work Teams**—See page 24.
- **Public and Media Relations**—See page 24.
- **Evaluation and Accountability Strategies for Correctional Programs**—See page 27.
- **Managing Prison Security Systems**—See page 33.
- **Changing Offender Behavior: Principles and Strategies for Case Planning and Supervision**—See page 35.
- **Group Facilitation Skills**—See page 36.
- **Training Design and Development**—See page 37.

Costs and Logistics

Participants must pay the travel, lodging, and meals costs associated with attending the training, unless otherwise noted. More information is given below for each type of seminar.

Longmont Seminars

Seminars are conducted at the Raintree Plaza Hotel and Conference Center in Longmont, Colorado. Participants are required to reside at the training site for the duration of the program, regardless of the proximity of their homes to the training site.

For courses offered in Longmont, NIC pays the costs of **state and local** participants' air travel, lodging, 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.

Federal agencies must pay the travel and per diem costs associated with their employees attending a seminar. Corrections practitioners from **other countries** can be accommodated in a seminar if space is available, but they must pay travel, per diem, and incidental expenses associated with attending the training.

Longmont is served by Denver International Airport. Regularly scheduled ground transportation is available for the 56-mile Denver/Longmont trip. **Participants are responsible for the costs of ground transportation** to and from their point of departure and to and from Denver.

NIC provides detailed information concerning air travel, ground transportation, and lodging arrangements for each Longmont course upon notification to the applicant of his/her acceptance for participation. Participants are requested to indicate any special dietary restrictions, physical disabilities that require special arrangements, or smoking preference.

Centrally Located Seminars

As with Longmont seminars, NIC pays the travel, lodging, and meals costs associated with attending the training. Participants must pay the costs of ground transportation to and from their point of departure and to and from the training site.

Partnership Seminars

For partnership seminars, NIC provides the trainers, curriculum, visual aids, and participant manuals, and an NIC staff member coordinates the seminar onsite at the state or local location. Participants in the partnership seminars or their employing agencies are responsible for travel, lodging, and meals expenses associated with attending the training, unless otherwise indicated in the seminar description. An agency's ability to provide low-cost accommodations for participants from other agencies is considered by NIC in selecting host sites for the partnership seminars.

Individuals employed by the **Federal Bureau of Prisons** or

Eligibility and Application Procedures

The training activities described in this section are available to practitioners working in **adult** jails, prisons, and community corrections agencies in the 50 states, the District of Columbia, and the U.S. territories and commonwealths. Some, however, are targeted to specific groups of practitioners. To indicate the corrections audiences that may apply for participation in each seminar, symbols are used by each **WHO SHOULD ATTEND** line, as follows:

- J** Jails
- P** Prisons
- C** Community Corrections.

Longmont Seminars

Individuals who meet the eligibility requirements and are interested in participating in a Longmont seminar must:

- Complete the Individual Application (A) at the end of this document (unless otherwise indicated),
- Attach the supplementary materials required in the course description,
- Obtain the necessary endorsement as described below,
- Mail or fax the application by the due date to the NIC Academy (unless otherwise indicated).

Note: Applications that do not include the supplementary materials and/or are not endorsed will be considered ineligible.

If a seminar 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 from the team is required.**

Applications must include the title and number of the seminar desired. When a particular seminar will be presented more than once, qualified applicants will be considered for each offering in the series until all classes are filled. **It is not necessary to apply separately for each offering in the series.** If, however, an applicant cannot attend on a specific date listed, the undesirable date should be identified in the appropriate space on the application form.

Applicants should note that to maximize the learning experience, enrollment in any Longmont seminar is typically limited to 30 participants. **Applications must be received by the due date to be included in the selection process, but early submission of applications is encouraged.** Applicants will be notified 60 days in advance of the seminar if they are selected to attend. All applications will be acknowledged.

under contract to the Bureau must obtain the endorsement of

their warden and send their applications by the due date to:

Director
Management & Specialty Training Center
Federal Bureau of Prisons
791 Chambers Road
Aurora, Colorado 80011

Centrally Located Seminars *

Individuals who meet the eligibility requirements and are interested in participating in a centrally located seminar must follow the instructions given above for Longmont seminars.

Partnership Seminars

State and local corrections agencies are invited to apply to host a seminar for correctional staff in their regions. 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 seminar locally and be present throughout the seminar.
- Provide an appropriate training facility and training equipment. The training facility must have a large main training room (925 ft² minimum) and at least two adjacent or nearby breakout rooms (320 ft² minimum each).
- Invite and ensure participation of staff from other corrections agencies in their region and ensure participation of the appropriate number of trainees (up to 30).
- Offer low-cost housing and meals for participants.

To be considered as a host site, agencies must submit the Partnership Site Application (B) at the end of this document by December 1, 1997. The only exception to this is the *Managing Prison Security Systems* seminar, for which applications will be accepted throughout the year and reviewed quarterly.

When notified of acceptance as a host site, the site coordinator must:

- Ensure that each proposed participant completes an Individual Application (A), attaching materials requested in the course description;
- Ensure that applications from team members, when teams are required, are together and complete;
- Forward the package of applications and attachments to NIC.

Endorsement of Applications

Applications for all seminars must be endorsed by the chief executive officer (CEO) or the administrator of the applicant's agency, defined as follows:

- For **jail practitioners**—the head of the jail, such as the sheriff or director of the department of corrections, depending on the organizational structure of the agency.
- For **prison practitioners**—the director or commissioner of the state department of corrections.
- For **community corrections practitioners**—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 **Federal Bureau of Prisons staff**—the warden and the director of the BOP Management and Specialty Training Center.

Individuals from **private organizations** who meet the eligibility requirements must submit with their applications 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, indicate the nature of the services provided to the corrections agency, and explain how participation in the desired seminar will assist the agency in meeting programmatic needs.

Selection of Applicants

The National Institute of Corrections has a policy to ensure that no individual is discriminated against on the basis of race, color, national origin, gender, or disability in programs or activities funded or conducted by the Institute.

Applicants are selected for seminars on the basis of: 1) their meeting the individual (or team) eligibility criteria, 2) their submitting ALL required supplemental materials, and 3) NIC's desire to maintain a broad cross-representation of men and women, racial and ethnic minorities, and geographical locations. In addition, for applicable programs, NIC attempts to maintain a balance among participants from jails, prisons, and community corrections agencies.

Benefits of NIC Training

Professionalism—State-of-the-art NIC seminars increase participants' effectiveness on the job and contribute to their continued professional development. The seminars are led by nationally known experts in corrections, management, and other fields (e.g., medical, mental health).

Networking—Classes are attended by corrections practitioners from different agencies who have similar interests and needs. Participants have the opportunity to develop beneficial networks with other professionals in their field.

Resources—Participants in Longmont seminars can visit the NIC Information Center for information that can help them improve their own programs. Participants in other seminars can request information through a letter, telephone call, or fax.

Certificate of Attendance—Upon completion of an NIC seminar, participants receive a certificate of attendance that documents their professional training.

Specialization—The seminars are designed specifically for corrections practitioners and decisionmakers. Participants learn how to apply the latest techniques to accomplish their objectives.

Course Notebook—Participants receive a resource notebook that represents a summary of the seminar—their notes plus special articles, exercises, and information to reinforce the concepts and skills acquired.

Continuing Education Units—Continuing Education Units (CEUs) are available through Indiana University at South Bend following completion of most NIC seminars. One CEU is awarded for every 10 hours of training. Interested participants receive applications for CEUs at the end of the seminar and mail them, along with a fee, to the University. While CEUs cannot be applied toward academic degrees, they are recognized as evidence of training and commitment to increasing professional skills.

Cancellations

The National Institute of Corrections reserves the right to cancel seminars with reasonable notice to participants. If, after acceptance to a Longmont or centrally located seminar, an applicant is unable to attend, the Academy must be notified as soon as possible. **No substitutions may be made by the state or local agency**, and all airline tickets must be returned to the Academy.

NIC EXECUTIVE EXCELLENCE PROGRAM



— *a comprehensive multi-part program for top executives of corrections agencies*

This program provides the critical core knowledge and skills needed by corrections executives for effective leadership in jails, prisons, and community corrections agencies. It includes a variety of training, assessment, and experiential activities:

- 2 weeks of intensive assessment and training in Longmont, Colorado. Each participant develops a personal Executive Leadership Development Plan (ELDP).
- A field assignment based on the ELDP.
- Two 1½-day leadership skills workshops at central locations.
- 3-day culmination training and graduation program in Longmont.
- Alumni activities, which include networking and/or serving as faculty or mentors for the program.

Assessment. The program begins with a pre-training individual assessment and closes with a growth assessment. To develop their personal ELDP, participants use various self-assessment inventories to help determine the competencies they need to enhance.

Training. The Longmont training and regional workshops address the core competencies needed by corrections executives, which fall into six main categories: interpersonal, leadership, decisionmaking, communication, personal development, and professional knowledge. Training covers such topics as:

- Leading correctional change and innovation;
- Strategic management;
- Building organizational vision and conveying values;
- Ethics of decisionmaking;
- Creating the correctional agenda for the future;
- Executive communication skills;
- Group dynamics and facilitation skills;
- Organizational transformation;
- Executive fitness;
- Politics and policy development;
- Conflict management;

- Power and influence;
- Managing diversity;
- Public and media relations;
- Effective correctional policy strategies;
- Continuous quality improvement;
- Budgeting, economics, and fiscal management;
- Information age in corrections.

Field Assignment. Each participant develops a project based on his/her individual ELDP. These field assignments are complex, serving to develop participants' executive skills and knowledge after the initial 2-week training. When appropriate, field assignments may assist the participants' agencies (e.g., to restructure or implement major changes or programs). Throughout the time period devoted to the field assignments, participants receive ongoing guidance from a mentor and other support from NIC.

Culmination and Graduation. After the field assignment phase, participants attend a 3-day session in Longmont. They are administered the final personal assessment and then analyze the results to determine their individual progress. They share the results of their field assignments and other learning experiences during the program and update their ELDP to include activities as program alumni.

Alumni Activities. In addition to becoming part of the alumni network, graduates may continue involvement with the program if they wish. Based on their areas of expertise and experience, they may be asked to serve as mentors and faculty for future sessions of the program.

WHO SHOULD ATTEND

J, P, C

Chief executive officers of public and private corrections agencies or their designated upper-level managers. Only one applicant will be selected from an agency.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications: 1) a resume describing their current responsibilities, 2) an organization chart of their agency, 3) a statement of their perceived need for this executive development program, and 4) a stated commitment to complete this multifaceted 1-year program.

PROGRAM NUMBER	PROGRAM DATES	APPLICATION DUE DATE
98-E1001	May 10-22, 1998	Feb 10, 1998

CORRECTIONAL LEADERSHIP DEVELOPMENT

— a 70-hour seminar to develop leadership skills needed in the changing correctional environment

Growing offender populations, shrinking resources, and a changing workforce are only a few of the issues that correctional administrators must address. To deal with these challenges, tomorrow’s administrators must be more than managers—they must also be leaders.

This seminar is designed to enhance the leadership skills of correctional administrators. Key elements of the program include:

- The research-based Leadership Challenge Model, which focuses on five key leadership practices.
- Assessment of individual leadership practices and planning for personal skills development.
- Modules on the five leadership practices, from which participants may select an individualized training program.
- Small discipline-specific groups, enabling prison, jail, and community corrections administrators to work with their counterparts on issues relating exclusively to their field.
- Experiential outdoor activities that help clarify individual perspectives on leadership. (Arrangements will be made for participants with special physical or health restrictions.)
- Interaction with trainers who are recognized leaders in the field and model successful leadership practices.
- Design of a leadership development action plan to guide participants’ application of learning and personal development after the seminar.

Prior to attending the seminar, participants will explore with their supervisor the challenges existing in the agency around which they may structure their leadership development action plan. Participants will implement their plans upon return to their agencies, keeping records of their progress and the impact of the work in their agencies.

WHO SHOULD ATTEND **J, P, C**

Individuals with management responsibility for a jail, prison, or community corrections district or regional office, or administrators with similar levels of responsibility for agency support functions. Deputies of these administrators also will be considered if their applications are supported by a recommendation from the chief executive officer of the agency indicating that the deputy is in line for additional management responsibility.

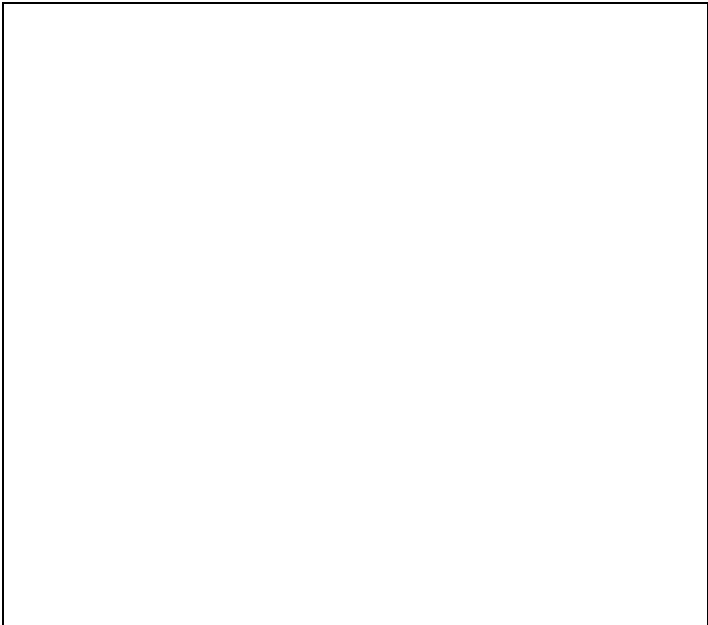
APPLICATION REQUIREMENTS

The application process for this seminar will be conducted in two phases.

Phase I: Applicants must attach to their Individual Applications: 1) a statement of their duties and responsibilities, and the number of years they have held their current or other administrative position; 2) a current organization chart that clearly indicates their role in the organization; and 3) a comprehensive statement describing how the seminar will meet their leadership development needs.

Phase II: After receiving notification of their acceptance, applicants must submit a statement prepared in consultation with their supervisor that identifies the leadership challenges in the agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-M101	Jan 27-Feb 6, 1998	Oct 27, 1997
98-M102	Jul 14-24, 1998	Apr 14, 1998
98-M103	Aug 18-28, 1998	May 18, 1998



EXECUTIVE LEADERSHIP TRAINING FOR WOMEN



The follow-up seminar for participants in the 1997 program will be held June 24-28, 1998.

— a 44-hour seminar to develop women for executive leadership and a 30-hour follow-up

Recognizing that women constitute half of the American workforce, organizations in the private and public sectors have begun to provide training specifically designed to enhance their capabilities to achieve executive-level positions. Demand has increased for programs that will cultivate the executive skills applicable to correctional leadership, as well as provide methods for eliminating the glass ceiling that prevents women from reaching top-level agency positions.

This seminar and the follow-up component enhance the ability of women in senior, upper-level management positions to achieve, and to function effectively in, executive-level positions in correctional organizations. The initial seminar focuses on leadership skills necessary for organizational success, methods of overcoming barriers to advancement, and personal growth and career development.

Key topics include:

- Leadership assessment techniques;
- Executive core competencies;
- Recognizing and overcoming bias;
- Executive health and well-being;
- Survival and empowerment skills;
- Balancing personal, family, and work responsibilities.

A second, 30-hour follow-up seminar to be conducted the following year focuses on strategic action planning, team building, and mentoring. Both seminars will be held at an offsite location.

WHO SHOULD ATTEND

P, C, J

Women who are senior, upper-level correctional managers with the motivation to become chief executives of state departments of corrections, jail systems, or community corrections agencies. Only one applicant will be selected from an agency.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications: 1) a resume describing the responsibilities of their current position and of their two most recently held positions, and 2) a statement of how this seminar will benefit them and their agency.

<i>SEMINAR NUMBER</i>	<i>SEMINAR DATE</i>	<i>APPLICATION DUE DATE</i>
98-P3301	Jun 21-26, 1998	Mar 25, 1998

EXECUTIVE TRAINING FOR DEPUTY DIRECTORS *

— a 24-hour seminar on critical management and leadership issues

Deputy directors of state departments of corrections occupy a critical position in the correctional organization. Working closely with the director, the deputy director is a central figure in putting the policy, philosophy, and interests of the director into operation. He/she must represent the needs, concerns, and interests of the operations managers to the director in ongoing policy and budgetary deliberations. The director relies heavily on the deputy, most often a career employee, for operational expertise and support in policy matters.

This seminar, to be held at a centrally located site, provides a forum in which deputy directors can identify and discuss critical issues affecting the management and leadership of a prison system. Using a peer interaction training model, participants share experiences and expertise to address concerns unique to the strategic role of the deputy director.

Key topics may include:

- Managing emergency situations and their aftermaths,
- Emergency response coordination,

EXECUTIVE TRAINING FOR NEW WARDENS ▲

— a 36-hour seminar on critical issues for new wardens

Wardens of state prisons are responsible for the administration of complex organizations. They are expected to integrate and represent the mission, vision, and values of the institution and the department of corrections; be attuned to the local impact of their institution; and assume a leadership role for their staff both “on grounds” and in the community. Most wardens were promoted from career operations positions and may not have had the training or experience necessary to be fully effective in meeting the various expectations of their new role.

This seminar provides an opportunity for new wardens to discuss many of the critical issues related to their positions, particularly the management of a correctional facility. Presentations by successful, experienced wardens are followed by discussions with the wardens attending the seminar.

Key topics may include:

- Role of the warden,

- Media relations,
- System responses to court intervention,
- Budget development and oversight,
- Managing conflicting political and operational demands,
- Recognizing and dealing with uncontrollable factors,
- Identifying and promoting the values of the organization,
- Privatization.

WHO SHOULD ATTEND P

Deputy directors of state departments of corrections who have management responsibility for the operation of the state’s prison system. In those states that do not have a central office deputy director, a regional director with comparable responsibility may apply.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a statement describing: 1) when they were appointed deputy director, 2) whether they have participated in past NIC training for deputy directors, and 3) their job responsibilities.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-P801	Oct 21-24, 1997	Jul 22, 1997

- Managing staff,
- Diagnosing the organization,
- Managing the external environment,
- Setting priorities and managing time,
- Preparing for crises and emergencies,
- Planning and managing the budget,
- Working in a political environment,
- Developing employee and labor relations,
- Managing diversity in the workforce,
- Understanding legal issues,
- Managing special needs offenders.

WHO SHOULD ATTEND P

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

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a current resume that includes past training and a statement describing: 1) when they were appointed warden; 2) the name, location, security level, and size (staff and inmates) of their institution; 3) their current responsibilities; and 4) how this seminar will benefit them and their agency.

SEMINAR	SEMINAR	APPLICATION
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NUMBER	DATE	DUE DATE
98-P2501	Jul 12-17, 1998	Apr 3, 1998

EXECUTIVE ORIENTATION FOR NEW PROBATION CEOs *

*— a 36-hour seminar addressing the special needs
and concerns of new probation CEOs*

Chief executive officers in probation attain their positions in various ways. Some advance through the ranks within their own agencies; others are selected from other agencies and, in some instances, from professions other than corrections. Regardless of their backgrounds, new CEOs have special needs that are not addressed through typical orientation or training during the first year on the job.

To be conducted at Sam Houston State University in Huntsville, Texas, this seminar prepares new probation CEOs to address issues and problems that are common to their positions. It uses a peer interaction process, which allows for the exchange of information and experience.

Key topics include:

- Budget preparation and presentation;
- Special interest groups, including victims;
- Personnel issues;
- Operational framework;
- Media relations;
- Strategic planning;
- Communications.

In addition to gaining a broad-based orientation to their roles as probation CEOs, participants develop a network of peers to call upon as mentors and advisors.

WHO SHOULD ATTEND C

New chief executive officers of probation agencies who have budget authority and responsibility for agency human resource management, policy development, supervision, and establishing the mission of the agency. These include newly promoted or appointed chief probation officers and persons within state departments of corrections responsible for managing both probation and parole supervision.

APPLICATION REQUIREMENTS

Applicants must complete an Individual Application and send it **by March 2, 1998**, to Rick Faulkner, NIC Community Corrections Division, 320 First St. NW, Washington, D.C. 20534. Applications should **not** be sent to the NIC Academy.

MANAGEMENT SEMINARS

MANAGEMENT DEVELOPMENT FOR THE FUTURE

— a 36-hour seminar for new or upwardly mobile
correctional managers

Future managers of corrections agencies will face a dynamic environment that requires new skills and knowledge. Many agencies have already experienced the predicament of ineffective planning, unclear goals and values, lack of adequate resources, the pending loss of the current management cadre, and an insufficiently trained replacement pool of managers.

This seminar presents a new model of correctional management development that continuously upgrades and trains an agency's current and future managers. It covers strategies to deal with change, the emerging role of the correctional leader, and building organizational capacity. It helps an agency move toward a systems approach to managing corrections while providing a continuous skill-based, interactive capability to strategically solve problems and meet future challenges.

Key topics include:

- The role of managers and the skills necessary to ensure their success in a changing correctional environment;
- Theories and implementation skills in communications, decisionmaking, goal setting, problem solving, and planning to ensure managerial competency;
- Theories of organizations, the practice of organizational diagnosis and analysis, and human resource management.

Participants develop an understanding of changes occurring in corrections and the need for a strategic agency agenda.

WHO SHOULD ATTEND **J, P, C**

Managers of jails, prisons, or community corrections agencies with at least 10 years of service remaining before they are eligible to retire and who have had some management training but need management skill-based training.

APPLICATION REQUIREMENTS

This seminar is available only as a partnership seminar. Agencies applying to host this seminar must submit a Partnership Site Application (B). After acceptance as a site, the site coordinator must obtain from each proposed participant an Individual Application (A) and a statement that describes: 1) their current position and responsibilities, and 2) how this seminar will benefit their agency. Before acceptance is confirmed, selected participants must submit a pre-seminar assignment to NIC.

STRATEGIES FOR BUILDING

MANAGEMENT DEVELOPMENT FOR WOMEN AND MINORITIES

— a 36-hour seminar on management and career
strategies

Despite the increase of career opportunities in the growing corrections field, qualified staff are often hampered in career advancement because they lack significant management experience. This seminar is targeted for women and minorities who currently occupy, or have been identified as moving into, mid-level administrative positions in corrections.

Specific management skills and strategies are addressed through lectures, practical exercises, self-diagnosis, simulations, and other activities. Key topics include:

- Agency mission as it relates to mid-management advancement;
- Problem-solving strategies;
- Identification of individual roles, relationships, strengths, and differences;
- Identification of managerial and leadership styles, skills, and techniques.

Discussions also address the challenges and attitudinal barriers faced by women and minorities in the correctional setting. Each participant sets goals and develops an action plan to guide development of his/her career as a manager.

WHO SHOULD ATTEND **J, P, C**

Female and minority mid-managers (e.g., unit managers, shift supervisors, team supervisors, residential managers) working in jails, prisons, and community corrections agencies. (Former participants in *Correctional Leadership Development* or *Executive Leadership Training for Women* seminars are **not** eligible.)

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a statement describing: 1) their current position and responsibilities, 2) the number of years they have held a management position, 3) their career goal for 5 years from now, and 4) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-M1001	Nov 16-21, 1997	Aug 15, 1997
98-M1002	Mar 8-13, 1998	Dec 8, 1997
98-M1003	Jun 14-19, 1998	Mar 13, 1998

EFFECTIVE WORK TEAMS

— 36-hour seminar on developing quality work teams in corrections

Members of a work team need a clear understanding of the team's goal and their role in contributing to the team's success. They must develop the necessary skills and behaviors to facilitate group development and team functioning in order to maintain continuous quality improvement.

This seminar presents strategies for developing, implementing, managing, and evaluating work teams within discrete work units and agencywide. Participants develop action plans to implement and/or enhance quality work teams within their agencies.

Key topics include:

- How organizational leadership demands are changing,
- Situational Leadership theory and application,
- Individual and group leadership dynamics,
- Fundamentals of group dynamics,
- Characteristics of work teams,
- Maintaining quality improvement.

WHO SHOULD ATTEND LONGMONT SEMINARS

J, P, C

Executive-level administrators, facility administrators or deputy administrators, supervisors, coordinators, and managers in jails, prisons, and community corrections agencies who lead multi-member work units that share common goals and who desire to enhance the quality and productivity of their staff through team building.

APPLICATION REQUIREMENTS FOR LONGMONT SEMINARS

Applicants must attach to their Individual Applications a statement describing: 1) the organizational structure of their work unit(s), 2) the primary mission and goals of the unit(s), and 3) how this seminar will assist them with quality improvement in their unit(s) and agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-S4701	May 3-8, 1998	Feb 3, 1998
98-S4702	Jun 7-12, 1998	Mar 9, 1998

WHO SHOULD ATTEND PARTNERSHIP SEMINARS

J, P, C

Four- to six-member work teams, including the team manager, sharing a common goal in jails, prisons, and community corrections agencies. In some cases, individual administrators who lead multi-member work units with common goals will be

considered.

APPLICATION REQUIREMENTS FOR PARTNERSHIP SEMINARS

Agencies applying to host this seminar must submit a Partnership Site Application (B). After acceptance as a site, the site coordinator must obtain an Individual Application (A) from each proposed team member and one supplementary statement for each team as described for Longmont applicants.

PUBLIC AND MEDIA RELATIONS

— a 36-hour seminar to develop and refine skills for communicating with the public and the media

Many correctional managers feel that the external forces that push and pull them are beyond their control. They must work with the media, policymakers, community groups, local and state legislators, and the general public to support the mission of their organizations. Interacting positively with the public and the media and working cooperatively and constructively with others who may not understand the demands of corrections require leadership, good management, and effective communication skills.

This seminar helps participants develop the skills and abilities needed to deal effectively with the media and the general public. Videotaping is used extensively to help participants refine their presentation skills.

WHO SHOULD ATTEND

J, P, C

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.

APPLICATION REQUIREMENTS

This seminar is available only as a partnership seminar. Agencies applying to host this seminar must submit a Partnership Site Application (B). After acceptance as a site, the site coordinator must obtain from each proposed participant an Individual Application (A) and a supplementary statement that describes: 1) their current position and responsibilities, 2) frequency of contact with the media and the public, 3) any issues that have attracted significant public attention to their agency, 4) how this seminar will benefit them and their agency, and 5) a specific goal or expectation of the seminar.

PUBLIC AND MEDIA RELATIONS FOR CEOs AND PIOs



— a 24-hour executive seminar based on a systems approach

Chief executive officers and public information officers (PIOs) of large corrections agencies must work as a team to deal with the media effectively, especially when major events occur. Before a “crisis,” they should have a clear media policy, key media contacts, an open and cooperative image, a crisis management plan ready for implementation, and the skills to create a positive public opinion of corrections during interviews and news conferences.

This seminar covers specific skills and policies for working with the media. Key topics include:

- Developing a systems approach to media management;
- Selecting key personnel in upper management for training on media relations;
- Creating and maintaining effective, positive working relationships with the local media;
- Using specific techniques and strategies to effectively communicate with the public and the media;
- Understanding the difference between news and entertainment media and how each can affect the agency's image;
- Developing an action plan for working with the media from a systems perspective during a crisis situation.

WHO SHOULD ATTEND

J, P, C

Two-person teams consisting of the chief executive officer (state director of corrections, sheriff with oversight of a large jail complex, or executive director of a community corrections agency) and his/her public information officer, both of whom interact with the legislature, the media, and public interest groups.

APPLICATION REQUIREMENTS

Each team member must complete an Individual Application, but only one supplementary statement for the team is required. The statement must describe: 1) the size of their agency, 2) how **each** team member's position involves working with the media, 3) frequency of contact with the media and the public, 4) any issues that have attracted significant public attention to their agency, 5) how this seminar will benefit them and their agency, and 6) their specific goals or expectations of the seminar.

SEMINAR

SEMINAR

APPLICATION

NUMBER

98-S4901

DATE

Jul 27-30, 1998

DUE DATE

Apr 28, 1998

ORIENTATION FOR PAROLE BOARD MEMBERS



— a 36-hour seminar on parole policy and practice

This seminar provides an orientation for parole board members with little parole training or experience. Participants have the opportunity to discuss mutual concerns and to interact with knowledgeable individuals who have extensive parole decisionmaking experience.

Key topics include:

- A national profile of paroling authorities;
- The philosophical and historical basis of current parole policies and practices and implications for future developments;
- Factors used by individual jurisdictions in parole release decisionmaking and a national overview;
- Technology, responsibilities, and implications of risk-based parole decisionmaking and community supervision;
- Structured decisionmaking, its rationale, justification, and application in parole;
- Formal and informal methods for effective inter-team communications within a paroling authority;
- Legal issues affecting parole policy and practices;
- The relationships of community supervision, parole release, and revocation decisionmaking.

The seminar also provides an opportunity for board members from different jurisdictions to exchange information and experiences about varying parole policies and practices.

WHO SHOULD ATTEND

C

Full- or part-time members of adult paroling authorities who have little formal parole training. Preference will be given to applicants from state-level parole authorities with less than 1½ years of experience at the time of the seminar.

APPLICATION REQUIREMENTS

Applicants must complete an Individual Application and indicate the date of their appointment below item 2 on the form. Applications by board members must bear the endorsement of the chairperson; applications by chairpersons must be endorsed by their appointing authority.

SEMINAR

SEMINAR

APPLICATION

NUMBER	DATE	DUE DATE
98-C2101	May 31-Jun 5, 1998	Mar 2, 1998

OPERATIONAL FRAMEWORK AND GOALS FOR COMMUNITY CORRECTIONS



**— a 36-hour seminar on developing a strategic
framework for community corrections**

Criminal justice and community corrections are currently in a state of transformation. Agencies are moving toward results-oriented strategies designed to add more value to criminal justice efforts in terms of public safety. The conceptual framework for service delivery is centered around three operational philosophies that NIC has promoted: community justice, restorative justice, and limited risk management.

This seminar covers various concepts for developing a cohesive and coherent strategic framework for service delivery. It explores such key topics as:

- Operational definitions of community justice, restorative justice, and limited risk management;
- Differences and commonalities among the three concepts and their potential interrelatedness with each other;
- Values, beliefs, and organizational cultures of participants' agencies;
- Various customers and stakeholders of participants' agencies and ways to achieve customer satisfaction;
- Ultimate value of the work agencies want to achieve;
- Relationship between the conceptual framework and specific offender populations.

Participants develop a clearer sense of mission and purpose regarding their agencies' work and will be able to lead agency efforts that are more results-oriented and valuable to the community in terms of public safety.

WHO SHOULD ATTEND

C

Chief executive officers of probation, parole, and residential community corrections agencies, including those employed by state departments of corrections or local community corrections agencies.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a statement describing their agency's efforts at implementing strategic change and the goals and outcomes to be achieved by the change process. The statement must be signed by the agency's chief executive officer.

SEMINAR NUMBER
98-C501

SEMINAR DATE
Jul 12-17, 1998

APPLICATION DUE DATE
Apr 10, 1998

RESTORATIVE JUSTICE: PRINCIPLES, PRACTICES, AND IMPLEMENTATION



— a 36-hour seminar addressing systemwide implementation of Restorative Justice practices

Restorative Justice has emerged as a central justice issue over the past 3 years. Its processes and practices show promise for being more responsive to victims and communities and holding offenders accountable for understanding the harmful effects of their behavior and repairing the harm done. Implementation requires new skills and competencies and a different set of expectations for corrections professionals.

In this seminar, participant teams explore the principles and practices of Restorative Justice. They learn to develop and implement related systems, structures, and protocols.

Key topics include:

- Historical evolution of Restorative Justice,
- Concepts and practical applications,
- Impact of crime on victims and communities,
- Creating opportunities for victim and community participation,
- Creating active partnerships with communities,

EVALUATION AND ACCOUNTABILITY STRATEGIES FOR CORRECTIONAL PROGRAMS



— a 36-hour seminar on developing evaluation strategies to measure program effectiveness

As corrections agencies continue to consume more resources, they are being held to a higher standard of accountability for the variety of offender programs they provide. Sound process outcome and impact evaluations, preferably built into the original program design, are essential to measure program quality and make informed programming and policy decisions.

- Public opinion research and validation.

Participant teams develop a strategic plan of action for the design, development, and implementation of Restorative Justice practices.

WHO SHOULD ATTEND

J, P, C

Three-person teams from correctional and criminal justice jurisdictions that will implement Restorative Justice practices. Teams must include administrators (at least one from corrections) with authority to direct resources, effect change, and manage the implementation.

APPLICATION REQUIREMENTS

Each team member must submit an Individual Application, but only one supplementary statement for the team is required. The statement must describe: 1) how Restorative Justice practices will positively affect work with victims, communities, and offenders; 2) their commitment and intent to implement restorative practices in their system; and 3) the role of **each** team member in implementing restorative practices.

SEMINAR NUMBER

98-I401
98-I402

SEMINAR DATE

Apr 5-10, 1998
Jun 14-19, 1998

APPLICATION DUE DATE

Jan 5, 1998
Mar 13, 1998

During this seminar, participant teams analyze their program design, determine appropriate evaluation and accountability strategies, and design evaluation plans for implementation. Key topics include:

- The role and responsibilities of the program administrator and/or program evaluator;
- Basic evaluation models;
- Various evaluation designs, their components, and uses;
- Resources needed to conduct evaluations;
- Evaluation project management.

Several months after the seminar, participants share their progress in implementing their evaluation plans by submitting a brief written report.



WHO SHOULD ATTEND

J, P, C

Two-person teams composed of the program director and another designated administrator responsible for design, implementation, and/or oversight of program evaluation and other accountability functions in a jail, prison, or community corrections setting.

APPLICATION REQUIREMENTS FOR LONGMONT SEMINAR

Each team member must complete an Individual Application, but only one supplementary statement for the team is required. The statement must describe: 1) the program they wish to evaluate, its design elements, and current evaluation practices; 2) **each** team member's position and responsibilities related to the program; and 3) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-S4501	Aug 24-28, 1998	May 22, 1998

APPLICATION REQUIREMENTS FOR PARTNERSHIP SEMINARS

Agencies applying to host this seminar must submit a Partnership Site Application (B). After acceptance as a site, the site coordinator must obtain an Individual Application (A) from each proposed team member and one supplementary statement for each team as described for the Longmont seminar.

WOMEN OFFENDERS: DEVELOPING AN AGENCY PLAN (with Technical Assistance)



**— a 36-hour seminar to develop a coordinated
agency plan**

Managers of jails, prisons, and community corrections agencies face many challenges in providing appropriate supervision, programs, and services for women offenders. This seminar addresses the needs of women offenders and the management implications for responding to those needs.

Through strategic planning, participant teams develop an agency plan that provides coordination and direction to effectively manage women offenders. The plans will guide development of operational policies and procedures to ensure that responsive and effective services are provided to meet the supervision and programming needs of women offenders.

Key topics include:

- A profile of women offenders,

- Organizational cultures and systems,
- Identification and use of resources,
- Managing change.

Technical assistance will be available after the seminar to assist participants' agencies in responding to issues and problems identified in the planning process and during implementation of the plans.

WHO SHOULD ATTEND

J, P, C

Three-person teams from jails, prisons, and/or community corrections agencies that will be implementing significant changes in programs, services, and/or management strategies for women offenders in the coming year. Teams must include an agency administrator with authority to direct resources to effect the change and two managers responsible for implementation.

APPLICATION REQUIREMENTS

Each team member must complete an Individual Application, but only one supplementary statement for the team is required. The statement must describe: 1) the change the agency is anticipating, 2) the role of **each** team member in implementing

the change, and 3) their commitment to use the action plan they develop to implement the change. To receive technical assistance, the agency administrator must submit a letter of request to NIC.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-I501	Jan 25-30, 1998	Oct 27, 1997

TRAINING FOR OFFENDER EMPLOYMENT SPECIALISTS



— a 36-hour seminar to increase staff's skills to help offenders obtain and maintain employment

For offenders, one of the most critical factors for successful reintegration into the community is having a job. But finding a job, especially one that offers adequate wages and meaning-ful work, is extremely difficult without effective assistance.

This competency-based seminar develops and enhances skills to provide employment assistance to offenders. Key topics include:

- Traits and behaviors of offenders;
- Reintegration and transition issues;
- Assessing and teaching pre-employment skills and job readiness;
- Identifying potential employers and job opportunities;
- Coordinating and partnering with community/business resources;
- Marketing strategies to place offenders in jobs;
- Job retention strategies, including mentoring.

Participants develop individual action plans to improve services for offenders.

WHO SHOULD ATTEND

J, P, C

Teams of two persons—one from a public corrections agency and the other from a non-profit—who work together to place offenders in jobs. (If insufficient teams apply for participation, individual applicants will be considered.) Team members should be managers and staff who provide job training, assessment/counseling, development, placement, and retention skills to offenders (pre-release, under supervision, and post-release). Applicants from private organizations must submit an endorsement letter from the chief executive officer of the public agency to verify they are contractually or statutorily required to deliver services.

APPLICATION REQUIREMENTS

Each team member must complete an Individual Application, but only one supplementary statement for the team is re-quired. The statement must describe: 1) the partnership between the two agencies related to offender employment; 2) each agency's goals, programs, and services related to of-fender employment; and 3) **each** team member's specific job responsibilities related to offender employment.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-I301	Oct 26-31, 1997	Jul 22, 1997
98-I302	Feb 8-13, 1998	Nov 10, 1997

JAIL MANAGEMENT WORKSHOPS

98-I303 May 17-22, 1998 Feb 17, 1998

JAIL MENTAL HEALTH SERVICES

98-J2801 Mar 2-6, 1998 Jan 5, 1998



— a 28-hour workshop to improve jail mental health services from a systems perspective

Individuals with mental illness often end up in jail due to the lack of community services to address their needs. This workshop promotes cooperation among local jail and mental health staff to provide mental health services to jail inmates. A systems perspective is emphasized, and participants develop detailed plans for the enhancement or development of jail-based mental health services.

Key topics include:

- Overview of the problem,
- Planning principles,
- Budgeting and resource allocation,
- Contract development,
- Leadership and managing change,
- Implementation strategies,
- Staffing and cross-training,
- Coalition building.

The training is partially conducted by jail and mental health staff currently involved in providing mental health services to jail inmates.

WHO SHOULD ATTEND

J

Three-person teams from local jurisdictions that can include the jail administrator or sheriff, the director of mental health services, and the jail staff member who coordinates mental health services.

APPLICATION REQUIREMENTS

Applicants must mail or fax a letter of request—signed by the sheriff or jail administrator **and** the director of mental health—to the NIC Jails Division, 1960 Industrial Circle, Suite A, Longmont, CO 80501, fax 303-682-0469, as soon as possible. They will be sent a special application form to complete.

WORKSHOP NUMBER	WORKSHOP DATE	APPLICATION DUE DATE
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ORIENTATION TO OBJECTIVE JAIL CLASSIFICATION (with Technical Assistance)



— a 32-hour workshop to familiarize local officials with objective jail classification

Objective jail classification is a state-of-the-art management tool that helps jail staff classify inmates with consistency and equity. Objective classification systems help reduce critical incidents in jails and provide the data necessary for effective management of jail space and staff resources.

This workshop provides an orientation to objective jail classification and reviews effective systems. Participants assess their current classification program relative to the general principles of objective classification. They also learn a process to assess their jurisdiction's readiness to proceed in developing an objective jail classification system.

Key topics include:

- Definitions related to objective classification,
- Advantages to jail management,
- Guiding principles and key elements of objective jail classification,

PLANNING OF NEW INSTITUTIONS (JAILS)



— a 36-hour workshop on the facility development process

Once a jurisdiction decides to construct a new jail, the process used to plan the jail is instrumental to its success or failure and significantly affects the cost of constructing and operating the facility. Local officials with policy- and decisionmaking roles regarding the new jail must be thoroughly familiar with all aspects of the planning and construction process.

This workshop helps participants develop a planning process with an informed understanding of the various options, their costs, and eventual long-term effects. Participants with different perspectives of the planning process learn to develop reasonable solutions to address common concerns.

Key topics include:

- Mission statement development,
- Pre-architectural programming,
- Project management,
- Site evaluation,
- Design concepts,
- Staffing issues,
- Transition,

- Understanding the importance of data,
- Risk assessment instruments.

Follow-up technical assistance will be provided after the workshop to those jurisdictions that decide to proceed with development and implementation of an objective jail classification system.

WHO SHOULD ATTEND

J

Two-person teams from local jurisdictions that include the sheriff, director of corrections, or jail administrator **and** the classification supervisor or data manager.

APPLICATION REQUIREMENTS

Applicants must mail or fax a letter of request—signed by the sheriff or other official responsible for jail administration—to the NIC Jails Division, 1960 Industrial Circle, Suite A, Longmont, CO 80501, fax 303-682-0469, as soon as possible. They will be sent a special application form to complete.

WORKSHOP WORKSHOP NUMBER DATE

98-J2301	Oct 27-31, 1997
98-J2302	Dec 8-12, 1997
98-J2303	Jul 27-31, 1998

APPLICATION DUE DATE

Aug 27, 1997
Oct 8, 1997
May 27, 1998

- Action planning.

WHO SHOULD ATTEND

J

Three- or four-person teams of individuals who have a key policy- and decisionmaking role in the planning and construction project, including the sheriff or director of corrections, the jail administrator, and a county commissioner. One or two additional individuals from the jurisdiction may attend at the jurisdiction's expense.

APPLICATION REQUIREMENTS

Applicants must mail or fax a letter of request—signed by the sheriff, director of corrections, jail administrator, county executive, or chairperson of the county commission—to the NIC Jails Division, 1960 Industrial Circle, Suite A, Longmont, CO 80501, fax 303-682-0469, as soon as possible. The letter must express a commitment to attend the entire 36-hour training session. They will be sent a special application form to complete.

WORKSHOP WORKSHOP NUMBER DATE

98-J2101	Nov 17-21, 1997
98-J2102	Mar 30-Apr 3, 1998
98-J2103	Aug 10-14, 1998

APPLICATION DUE DATE

Aug 15, 1997
Dec 29, 1997
May 4, 1998

ORIENTATION TO DIRECT-SUPERVISION JAILS

— a 30-hour workshop to familiarize local officials with direct-supervision principles and operations

Podular direct-supervision jails combine a type of jail design with a specific inmate management strategy to achieve a safe, secure, and well-operated facility. Administrators of these jails consistently report significant improvements over their former jails in terms of safety, security, inmate behavior, facility maintenance, sanitation, and cost efficiencies.

This workshop familiarizes participants with the principles of designing and operating a direct-supervision jail and provides them with information on which to base decisions about their own jail projects. Key topics include:

- Origins and evolution of direct supervision,
- The self-fulfilling prophecy theory and its use in inmate management,
- The changing roles of the detention officer and the first-line supervisor,
- Implications of direct supervision for jail administration,
- Overcoming staff resistance to direct supervision,

JAIL DESIGN REVIEW

— a 36-hour workshop to develop skills

Construction of a new jail facility is one of the most costly and permanent projects a jurisdiction can undertake. Local officials involved in decisionmaking regarding the new facility must ensure that its design reflects the jail’s mission and functional program.

This workshop teaches participants to assess how well schematic design plans are translated into design development drawings and eventually into contract documents. Participants also learn to read and interpret facility planning documents, specifications, and schedules.

Key topics include:

- Action planning;
- Introduction to construction documents;
- Design terms, tools, and symbols;
- Schematic design development and review;
- Staffing evaluation;
- Managing the project;
- Transition planning.

Participants learn how and why changes occur during con-



- Educating the community about direct supervision.

The workshop is conducted at a direct-supervision jail and combines classroom sessions with structured visits to inmate housing areas. Participants have the opportunity to observe operations and talk to staff and inmates.

WHO SHOULD ATTEND

J

Two-person teams of local officials from jurisdictions that: 1) are planning to build a new jail and have not decided what model to build, or 2) are building a direct-supervision jail and need more information to make decisions about design and operations. Applicants must be in positions to make policy decisions for the jail (e.g., sheriffs, county commissioners, directors of corrections, and jail administrators).

APPLICATION REQUIREMENTS

Applicants must mail or fax a letter of request—signed by the sheriff or other official responsible for jail administration—to the NIC Jails Division, 1960 Industrial Circle, Suite A, Longmont, CO 80501, fax 303-682-0469, as soon as possible.

WORKSHOP NUMBER LOCATION

98-J2201

WORKSHOP DATE &

To be determined.

for reviewing jail construction plans

struction and how to manage them.

WHO SHOULD ATTEND

J

Two-person teams from local jurisdictions in the early planning or design phase of a jail construction project. Teams must include the sheriff, director of corrections, or jail administrator and the individual responsible for monitoring the construction project. Those planning multi-jurisdictional facilities should consult with NIC Jails Division staff regarding team composition.

APPLICATION REQUIREMENTS

Applicants must mail or fax a letter of request—signed by the sheriff or other official responsible for jail administration—to the NIC Jails Division, 1960 Industrial Circle, Suite A, Longmont, CO 80501, fax 303-682-0469, as soon as possible. They will be sent a special application form to complete.

WORKSHOP NUMBER

98-J2104

WORKSHOP DATE

Sep 20-25, 1998

APPLICATION DUE DATE

Jul 7, 1998

JAIL SECURITY AUDIT



— a 36-hour workshop to develop and improve skills for auditing jail security

Sound jail security depends on more than effective security systems and equipment. Jail staff must be appropriately trained, assigned, and supervised. Policies and procedures, inmate classification, and inmate management strategies must integrate with systems and staffing to achieve overall security. To ensure reliability of the jail's total security system, auditing must be conducted on an ongoing basis.

This workshop teaches participants how to develop security standards and a comprehensive instrument for auditing jail security and how to implement an auditing program at their jails. The audit instrument reflects standards for security-related functions, such as key and tool control, material and supply inventories, and perimeter security. Checklists are developed to help apply observations and objective measurements against the standards.

Key topics include:

- Physical plant security,
- Staffing,
- Staff training,

- Objective jail classification,
- Inmate movement,
- Internal monitoring of security operations,
- System checks and testing,
- Use of technology.

Participants develop action plans to audit their jail's security and develop a schedule of ongoing audits.

WHO SHOULD ATTEND

J

Individuals from local jurisdictions who are responsible for developing jail security standards and a system for auditing the implementation and effectiveness of those standards.

APPLICATION REQUIREMENTS

Applicants must mail or fax a letter of request—signed by the sheriff or other official responsible for jail administration—to the NIC Jails Division, 1960 Industrial Circle, Suite A, Longmont, CO 80501, fax 303-682-0469, as soon as possible. They will be sent a special application form to complete.

WORKSHOP NUMBER	WORKSHOP DATE	APPLICATION DUE DATE
98-J2601	Nov 2-7, 1997	Sep 2, 1997
98-J2602	Jun 7-12, 1998	Apr 7, 1998

PRISON MANAGEMENT SEMINARS

CONTEMPORARY STRATEGIES IN PRISON MANAGEMENT



— a 36-hour seminar examining special issues related to prison management

During the past decade, prison management has become increasingly difficult as inmate populations continue to grow and become more complex. Larger prisons, increased crowd-ing, longer sentences, more youthful and older offenders, large numbers of drug-addicted inmates, gang activity, and prison violence are among the issues for which prison administrators are designing new operational and program approaches.

This seminar examines current and evolving management strategies for meeting the challenges presented by these issues and inmate groups. It uses a peer training model that allows participants to discuss specific operational management models and the strengths and weaknesses of each.

Key topics may include:

- Programmed housing for gang activists,
- Drug-free prison environments,
- Supermax housing for violent inmates,
- Housing and programs for violent juvenile offenders,
- Chronically and mentally ill offenders,
- Inmate idleness.

WHO SHOULD ATTEND

P

Two-person teams from state departments of corrections, consisting of a central office prison administrator and an experienced warden of a state prison.

APPLICATION REQUIREMENTS

Each team member must complete an Individual Application, but only one supplementary statement for the team is required. The statement must describe: 1) the job position of **each** team member, 2) their specific interest and/or expertise related to special management strategies, and 3) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-P501	May 31-Jun 5, 1998	Feb 23, 1998

PRISON MANAGEMENT DURING NATURAL AND ENVIRONMENTAL DISASTERS



— a 36-hour seminar on prison management during a disaster

Correctional administrators and managers often ponder their strategy for safe and secure facility operation in the event of loss of services, facility destruction, and the need to evacuate an inmate population. When broad-scale natural or environmental devastation of a community or other unpredictable events require the attention of federal, state, and community emergency services, management of the institution emergency becomes extremely complex.

This seminar provides participants an opportunity to discuss difficult emergency management issues for times when state or community emergency systems are otherwise engaged and not available. It helps them design a policy framework for an organized response to natural and environmental disasters.

Key topics may include:

- Management of internal disruptions;
- The role of federal, state, and community emergency management systems in a broad-scale disaster;
- Policy implications and strategies for emergency evacuation of an institution(s);
- Staffing an institution in times of community disaster;
- Conducting a comprehensive, credible critical incident review.

WHO SHOULD ATTEND

P

Three-person teams consisting of a central office prison administrator, an experienced warden of a state prison, and an administrator of a state emergency agency.

APPLICATION REQUIREMENTS

Each team member must complete an Individual Application, but only one supplementary statement for the team is required. The statement must describe: 1) the job position of **each** team member; 2) their specific interest and/or expertise related to emergency management; 3) the type of natural or environmental disasters to which the state may be vulnerable; and 4) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-P1101	Feb 22-27, 1998	Nov 21, 1997
98-P1102	Sep 13-18, 1998	Jun 12, 1998

MANAGING PRISON SECURITY SYSTEMS

— a 36-hour seminar to improve security operations in adult prisons

Maintaining a secure correctional institution requires integration of all services and operations. Programming, support functions, and contract services are but a few of the components of all correctional environments that must be integrated with traditional security operations to maintain sound prison security.

This seminar focuses on the need to address institutional security as a “seamless” system with integration of all component parts of the system. Internal auditing and monitoring of all components are stressed, with a focus on developing good monitoring instruments.

Key topics may include:

- Principles of “seamless” security systems;
- Physical plant security;
- Information systems;
- Classification;
- Staffing analysis;
- Preparation for critical incidents;
- Inmate management, including prison gangs;
- Use of technology;
- Security for contracted services;
- Emerging issues in prison security systems.

WHO SHOULD ATTEND

Managers who have direct control or oversight responsibility for the security operations of a state prison, such as regional directors, wardens/superintendents, assistant or associate wardens/superintendents, and chiefs of security.

APPLICATION REQUIREMENTS

This seminar is available only as a partnership seminar. Agencies applying to host this seminar must submit a Partnership Site Application (B). After acceptance as a site, the site coordinator must obtain from each proposed participant an Individual Application (A) and a statement that describes: 1) their current position and responsibilities, and 2) how this seminar will benefit them and their agency.

CONDUCTING PRISON SECURITY AUDITS *

— a 40-hour seminar on security system auditing

This seminar is conducted onsite at selected state correctional facilities. Participants receive classroom training in prison security system auditing, assist in auditing the security of a prison as a member of a supervised audit team, and report their findings to the host agency.

Key topics of the classroom training may include:

- Principles of security,
- Essential elements of both a security audit and an audit instrument,
- Audit process and protocol,
- Establishing a security audit program.

In conducting the security audit, participants review the host institution’s security policy, post orders, staffing pattern, operational procedures, equipment, training, and other factors related to internal and perimeter security. Each participant develops an action plan related to security system audits that is consistent with the current status of the security audit program of their agency.

WHO SHOULD ATTEND

Managers who have direct control or oversight responsibility for the security operations of a state prison, such as chiefs of security and assistant or associate wardens/superintendents.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a statement describing: 1) their current responsibilities related to security auditing/monitoring, including a brief job description; and 2) the current status of their department’s security audit program, including information concerning how audits are conducted and how often and/or the agency’s interest in or plans for developing a security audit instrument and program.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-P3201	Mar 15-20, 1998	Dec 12, 1997
98-P3202	Jul 19-24, 1998	Apr 20, 1998

STAFF SEXUAL MISCONDUCT WITH INMATES

— a 24-hour seminar on management strategies
to address staff sexual misconduct

Staff sexual misconduct includes but is not limited to sexual harassment, abuse, or assault of offenders. The department's loss of credibility with the public, and staff and inmate distrust and confusion can all be devastating outcomes when sexual misconduct is undetected, ignored, or inconsistently managed.

Through use of case studies and examples of existing policy and legislation, this seminar helps participants develop management strategies that reflect strong departmental policy and response to sexual misconduct. Effective approaches for identifying, investigating, and responding to sexual misconduct are covered.

Key topics include:

- Scope of the problem,
- Policy development,
- Training strategies,
- Legal liabilities,
- Investigative procedures,
- Responses to the media,
- Existing legislation,
- Institutional culture.

WHO SHOULD ATTEND

Three-person teams from state departments of corrections that include central office and prison managers who have the ability to shape and implement departmental policy.

APPLICATION REQUIREMENTS

Each team member must complete an Individual Application, but only one supplementary statement for the team is required. The statement must describe: 1) the department's current policy or practice for responding to sexual misconduct, 2) whether an existing state law addresses sexual activity with inmates, 3) the department's investigative procedures related to sexual misconduct of staff.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-P3401 (in Longmont)	Nov 3-6, 1997	Aug 4, 1997
98-P3402 (at a central location)	Mar 31-Apr 3, 1998	Dec 31, 1997

WOMEN OFFENDERS: OPERATIONAL PRACTICE IN PRISON SETTINGS

— a 36-hour seminar on operational issues in the
management of women's prisons

The women offender population has nearly tripled in the past 10 years. Many states have built new facilities for women and all have expanded the bed space allotted to women. Increasing numbers of correctional staff now work with women offenders at some time during their career.

This seminar explores issues that are key to policy development and operational planning to improve the delivery of services for incarcerated women. Topics may include:

- The significance of an offender's history as a victim of abuse;
- Training of staff to minimize a perception of continued victimization in the inmate/staff relationship;
- Issues related to parity and appropriateness of programming for women offenders;
- Gender-specific considerations in policy development, such as personal property, use of restraints, cross-gender searches, classification, etc.;
- Development of cross-gender supervision skills and training strategies;
- Design considerations in the construction of women's prisons.

WHO SHOULD ATTEND

Regional directors, wardens, and supervisors in state women's prisons.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a current resume and a statement describing: 1) how long they have been in their current position; 2) the name, location, security level, and size (staff and inmates) of the institution; 3) their current responsibilities; and 4) how this seminar will benefit them and their agency.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-P3101	Mar 22-27, 1998	Jan 16, 1998

OFFENDER MANAGEMENT SEMINARS

CHANGING OFFENDER BEHAVIOR: PRINCIPLES AND STRATEGIES FOR CASE PLANNING AND SUPERVISION



— a 36-hour seminar to assist agencies in implementing interventions

This seminar builds on earlier NIC work to promote the use of research findings concerning effective interventions for changing criminal behavior. Based on current knowledge about what works, the seminar develops specific skills and strategies for effectively working with offenders in a treatment environment.

Key topics include:

- Developing an agencywide process for identifying criminogenic needs,
- Developing case plans to address those needs,
- Using appropriate strategies for implementing service interventions with different offenders,
- Using clinical supervision to improve service delivery.

WHO SHOULD ATTEND

J, P, C

Treatment providers, clinical supervisors, and supervisors/administrators from agencies either in the process of implementing, or currently using, the key principles of effective interventions for higher-risk offenders. Priority will be given to agencies where human service interventions are clearly identified as a priority in the agency's approach to dealing with offenders.

APPLICATION REQUIREMENTS

This seminar is available only as a partnership seminar. It will be delivered by an organization that receives a cooperative agreement from NIC, and agencies will receive assistance with travel and per diem expenses if necessary. Agencies applying to host the seminar must submit a Partnership Site Application (B) to the NIC Community Corrections Division. After acceptance as a site, the site coordinator must obtain from each proposed participant an Individual Application (A). Interested parties should contact David Dillingham, NIC Community Corrections Division, 800-995-6423 x132, for more information.

EFFECTIVE INTERVENTIONS

SEX OFFENDER TREATMENT SKILLS



— three versions of a 36-hour seminar at treatment program sites

Probably no offender causes greater fear and anger than the perpetrator of a sex crime. An increase in the incidence and reporting of sex offenses has led to many more sex offenders entering the criminal justice system and a need for adequately trained clinicians to treat those sentenced to prison or community supervision.

This intensive seminar is offered in three versions for different groups of participants. It will be conducted at locations with sex offender treatment programs in operation.

In the first seminar, **clinicians or treatment professionals** learn how community reintegration programs reduce recidivism, how to facilitate release from the institution, how to start a community-based residential facility, and how to recognize the reoffense warning sign. This seminar will be held at a site that has a validated aftercare program.

The second seminar is targeted for **probation and parole officers** who are not clinicians or treatment providers but are responsible for managing sex offenders.

The third seminar is for **judges, prosecutors, defense attorneys, social workers, and treatment clinicians**. It reviews how offenders are treated in aftercare programs that reduce recidivism, lifelong probation, and implementation of Megan's Law.

APPLICATION REQUIREMENTS

J, P, C

Applicants must attach to their Individual Applications a statement describing: 1) their relevant background and training, 2) their experience working with sex offenders, 3) their current relevant responsibilities, and 4) how they will use the information from this seminar to improve sex offender treatment.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-S2901 (For treatment professionals)	Feb 8-13, 1998	Nov 10, 1997
98-S2902 (For probation and parole officers)	Apr 5-10, 1998	Jan 6, 1998
98-S2903 (For judges, attorneys, social workers)	Jul 19-24, 1998	Apr 20, 1998

WITH HIGHER-RISK OFFENDERS

(with Technical Assistance)



— a 36-hour seminar on designing, implementing, and evaluating interventions

The current emphasis on more severe punishment to address crime has resulted in longer sentences, more intensive supervision, and thousands of new prison cells. While incapacitative and deterrent approaches for violent crime are necessary to help ensure public safety, they have not proven effective in altering violent behavior or reducing recidivism.

This seminar examines intervention strategies that focus on long-term behavioral change. Drawing from the literature on “what works” with higher-risk offenders, it covers the principles of effective interventions and their use in the planning, delivery, and evaluation of correctional programs.

Key topics include:

- The influences that contribute to criminal behavior and assessing risk for reoffending,
- Strategies and approaches best suited to changing behavior,
- Implementing those approaches in ongoing correctional programs.

Technical assistance will be provided to a limited number of participants’ agencies to assist their planning of new or revised programs for managing higher-risk offenders. It will help them develop appropriate goals, objectives, policies, and procedures that reflect key principles of effective interventions.

WHO SHOULD ATTEND

J, P, C

Two- or three-person teams from jails, prisons, or community corrections agencies that include an agency administrator, program manager/supervisor, and a staff member involved in direct service delivery.

APPLICATION REQUIREMENTS

Each team member must complete an Individual Application, but only one supplementary statement for the team is required. The statement must describe: 1) the role of **each** team member in current efforts to implement interventions for higher-risk offenders, 2) how this seminar will benefit them and their agency, and 3) the agency chief executive officer’s commitment to implement interventions.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-I001	Feb 1-6, 1998	Nov 3, 1997
98-I002	Jul 5-10, 1998	Apr 6, 1998

TRAINING FOR TRAINERS SEMINARS

GROUP FACILITATION SKILLS



— a 16-hour seminar on facilitating groups

Facilitation of groups requires knowledge of individuals’ interaction in groups and group process strategies, as well as skill in leading group participants to achieve specific goals. This seminar focuses on developing the skills needed to facilitate groups.

Key topics include:

- Diagnosing the stages of group development,
- Skills and behaviors needed by an effective facilitator,
- Different roles people play in groups and teams,
- Creating norms that foster productive groups,
- Tools and techniques to achieve desired outcomes with groups.

The seminar reinforces the Instructional Theory into Practice (ITIP) model for systematically designing training to focus on the needs of the adult learner.

WHO SHOULD ATTEND

J, P, C

Staff from jails, prisons, and community corrections agencies whose job includes group facilitation. These include experienced trainers who lead groups in various learning activities, trainers and human resource staff who conduct DACUM job analyses, managers who facilitate meetings, and staff who lead offender treatment groups or facilitate commu-

nity meetings.

APPLICATION REQUIREMENTS

This seminar is available only as a partnership seminar. Agencies applying to host this seminar must submit a Partnership Site Application (B). After acceptance as a site, the site coordinator must obtain from each proposed participant an Individual Application (A).

TRAINING DESIGN AND DEVELOPMENT



— a 36-hour seminar on designing and developing lesson plans

This seminar focuses on lesson plans that include performance objectives at the application level and use advanced instructional strategies. It begins with a review of learner-centered instruction and adult learning theory.

It then addresses:

- Conducting needs assessments,
- Writing performance objectives,
- Developing instructional strategies,
- Designing training aids,
- Using appropriate evaluation methods.

The seminar reinforces the ITIP model for systematically designing training to focus on the needs of the adult learner. As a culminating activity, participants develop and present a module of instruction.

WHO SHOULD ATTEND

J, P, C

Trainers who have completed a basic training for trainers course (of at least 40 hours with presentation of a prepared lesson plan) and who have subsequent experience conducting training for jail, prison, and/or community corrections staff.

APPLICATION REQUIREMENTS FOR LONGMONT SEMINARS

Applicants must attach to their Individual Applications a copy of a certificate or other document showing they completed a basic training for trainers course.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-S101	Feb 22-27, 1998	Nov 24, 1997
98-S102	Apr 19-24, 1998	Jan 16, 1998

APPLICATION REQUIREMENTS FOR PARTNERSHIP SEMINARS

Agencies applying to host this seminar must submit a Partnership Site Application (B). After acceptance as a site, the site coordinator must obtain from each proposed participant an Individual Application (A) and a copy of a certificate or other document described above.

TRAINING FOR TRAINERS: STAFF SAFETY IN COMMUNITY CORRECTIONS *

— a 36-hour seminar on delivering staff safety training

In recent years, demand for more personal safety training of community corrections officers and support staff has increased significantly. This is due in large part to the changing demographics of offenders under community supervision and the requirements to closely monitor them—often under adverse conditions for staff’s personal safety.

To be conducted at Sam Houston State University in Huntsville, Texas, this seminar familiarizes community corrections trainers or staff designated for a trainer’s role with the components of an effective staff safety training program. It focuses on safety training designed specifically for community corrections personnel, taking into account their caseload population, working environments, and specific hazards.

SITE COORDINATOR TRAINING FOR COGNITIVE APPROACHES VIDEOCONFERENCE 🌲

— a 36-hour seminar for local facilitators of a national videoconference

In the fall of 1998, NIC will again offer a 16-hour videoconference on the fundamentals of cognitive interventions shown to have a positive effect on changing criminal behavior. The videoconference will be supplemented by an additional 16 hours of local training and skills practice conducted by agency trainers.

This seminar prepares facilitators to coordinate the local portion of the program. Emphasis is on developing skills to assist the videoconference participants in understanding and implementing cognitive intervention strategies with offenders.

- Key topics include:
- Background on cognitive self-change processes and social learning theory;

- Key topics include:
- Agency mission and its relationship to safety training,
 - Developing policy-driven training,
 - Defensive tactics,
 - Use-of-force continuum,
 - Office design and personal safety,
 - Use of communications skills and equipment,
 - Use of lethal and non-lethal weapons.

WHO SHOULD ATTEND C
Individuals from community corrections agencies who are responsible for developing and delivering personal safety training to field officers and other staff.

APPLICATION REQUIREMENTS
Those interested in attending this seminar should contact Rick Faulkner, NIC Community Corrections Division (800-995-6423 x138), for a special application form and eligibility requirements. Applications are due **by January 30, 1998.**

- Using reasoning exercises, role plays, group discussions, games, and other skill-building activities;
- Adapting cognitive interventions for implementation by the state or local agency;
- Coordinating onsite activities as part of the video broadcast.

WHO SHOULD ATTEND J, P, C
Individuals from jails, prisons, and community corrections agencies who will serve as local, onsite coordinators for agencies that participate in the subsequent videoconference and supplemental 16-hour local portion of the program.

APPLICATION REQUIREMENTS
Applicants must attach to their Individual Applications a statement from the agency’s chief executive officer indicating their intention to participate in the full videoconference. This includes providing a training site with a satellite downlink for 4 full days.

SEMINAR NUMBER	SEMINAR DATE	APPLICATION DUE DATE
98-I601	Jun 21-26, 1998	Mar 20, 1998

VIDEOCONFERENCES

NIC will conduct at least two 2-hour videoconferences (one-way video, two-way audio). They will be transmitted live via satellite and will require downlink equipment (a satellite dish). Typically an unlimited number of sites anywhere in the continental United States may participate. Although there are opportunities for participants to telephone questions to the presenters, emphasis is on conveying timely information to a broad audience.

NIC will cover all costs for uplinking to the satellite and telephone time for questions and will provide a master copy of participant materials. Participating agencies must provide the downlink-equipped meeting room to receive the videoconference, a telephone to communicate questions, and duplication of participant materials. (Agencies that do not have their own downlink can usually use a downlink-equipped meeting room at a local community college, hotel, or government agency.) Agency site coordinators will receive a copy of the NIC Academy's *Videoconference Site Coordinator's Guide*, which contains detailed information on all aspects of coordinating a live videoconference.

REGISTRATION REQUIREMENTS

Agencies must submit the Videoconference Site Registration (C) at the end of this document.

REGISTRATION		
N NUMBER	DATE	DUE DATE
98-S9001	Jan 14, 1998 (tentative)	Nov 14, 1997

GANGS, CORRECTIONS, AND THE COMMUNITY

This 2-hour interactive videoconference focuses on the identification and management of gangs and other deviant groups. A panel of experts from corrections, law enforcement, and the community addresses the growing dilemma of gangs and their impact on corrections and the community.

The videoconference profiles the gang problem, defines the central issues, and discusses new strategies to meet the

MANAGING YOUTHFUL VIOLENT OFFENDERS IN ADULT INSTITUTIONS

This 2-hour interactive videoconference focuses on working with young people convicted of violent crimes who are sentenced as adults and committed to adult correctional institutions. Based on an NIC training curriculum, it helps staff create and implement effective programs and services to manage these offenders in a constitutionally defensible and humane manner. The videoconference provides an overview of some of the key modules of the curriculum, including program design, development, and implementation; development of adolescents; organizational administration and management; special needs populations; and health issues.

WHO SHOULD PARTICIPATE **J, P**
Correctional administrators, managers, supervisors, trainers, teachers, counselors, correctional officers, program staff, and mental health and medical professionals working with young offenders in adult institutions.

gang management, trends and future implications regarding gangs, the impact of gangs on the community, and interagency and community collaboration in resolving the gang problem.

WHO SHOULD PARTICIPATE **J, P, C**
Senior administrators of jails, prisons, and youth correctional facilities; community corrections gang specialists; gang task force specialists; community leaders; law enforcement officials who manage gang issues; and correctional managers at all levels who have an interest in gang identification and management.

REGISTRATION REQUIREMENTS

Agencies must submit the Videoconference Site Registration (C) at the end of this document.

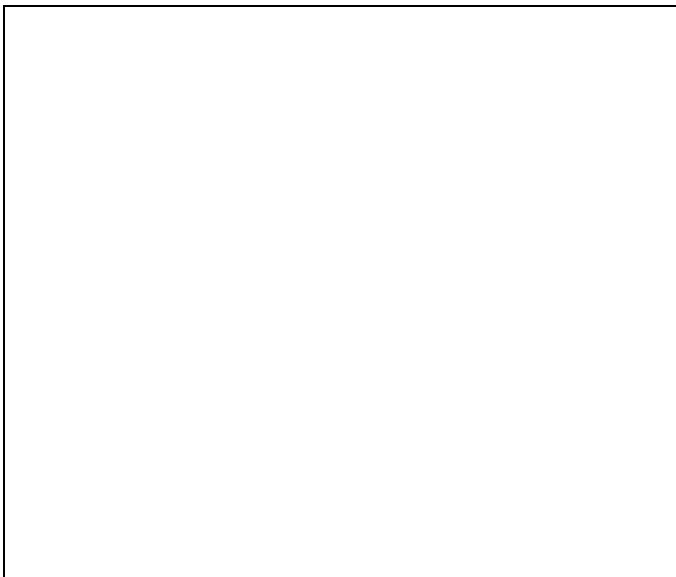
REGISTRATION		
NUMBER	DATE	DUE DATE
98-S9002	Apr 22, 1998 (tentative)	Feb 23, 1998

OTHER TRAINING ACTIVITIES

challenges presented by gangs. Topics include what works in

REGIONALIZATION

Training at the federal, state, and local levels is enhanced when training managers and trainers have an opportunity to meet and exchange ideas with their counterparts in other jurisdictions. To facilitate this, the NIC Academy sponsors training activities in each region of the United States with the assistance of volunteer Regional Field Coordinators.



Regional Field Coordinators not only help focus NIC activities to local trainers' needs, but help identify suitable training activities available from sources other than NIC. They will meet in the fall of 1997 to plan activities based on input from training personnel in their regions. They will also design regional workshops and other activities that will be funded, in part, by NIC.

Regional training activities are announced through flyers and other marketing strategies. Agencies are responsible for travel and per diem costs associated with their trainers attending these events. Individuals who meet the eligibility requirements and are interested in participating must submit an application to the designated Regional Field Coordinator. A list of the Regional Field Coordinators can be obtained by contacting the NIC Academy.

Trainers—especially training managers—from jails, prisons, and community corrections agencies are encouraged to apply to volunteer as a Regional Field Coordinator. To request an application, write to the Regionalization Manager at the NIC Academy by August 1, 1997.

CONFERENCE WORKSHOPS

The NIC divisions will host workshops in conjunction with national or regional conferences conducted by the following organizations during fiscal year 1998:

- American Correctional Association,
- American Jail Association,
- American Probation and Parole Association,
- Correctional Education Association,
- International Association of Correctional Training Personnel,
- International Community Corrections Association,
- National Association of Blacks in Criminal Justice,
- National Sheriffs' Association,
- National Workshop on Female Offenders,
- Prison Industries Association.

These workshops are conducted at the conference site before, during, or after the conference. Topics are determined based on the needs of the special-interest groups attending the conferences. Workshops are 4 to 16 hours in length and typically are limited to 30 participants.

More specific information about these workshops, including the dates, locations, and application requirements, will be announced through letters, flyers, electronic bulletin boards, and newsletter articles. Participants are responsible for their own travel and per diem expenses.

Jails Division Invites Letters of Interest

The NIC Jails Division invites professional associations to express their interest in presentation of a workshop at their state or regional conference(s). The Jails Division will provide up to eight workshops at state and regional association conferences in addition to the workshops at national conferences. The workshop must be a minimum of 4 hours and must focus on a topic related to jail management, operations, or planning.

Interested associations should send a letter of request on official stationery signed by the executive director of the association to the NIC Jails Division. The letter should specify the conference dates, the workshop topic, and the length of the desired workshop.

CORRECTIONAL TRAINING NETWORK

The Correctional Training Network (CTN) makes it possible for federal, state, and local corrections agencies to share training materials. The CTN collects and disseminates staff training curriculums and materials developed by the Academy and by state and local agencies. Materials are solicited from all segments of the corrections field and are included in the CTN collection only after review and approval by NIC Academy staff.

Through the CTN collection at the NIC Information Center, correctional trainers have access to instructor guides, lesson plans, student manuals, and training aids (e.g., discussion guides, tests, additional readings, and audiovisuals). The materials can be adapted by state and local agencies for internal training purposes. In some cases, contact information is provided for curriculum developers who have agreed to provide informal telephone assistance to other agencies.

Numerous Academy-developed curriculum packages are available, including the following titles: *DACUM Facilitators Training*, *Working with Women Offenders*, *Cognitive Approaches for Changing Offender Behavior*, *Evaluation and Accountability Strategies for Correctional Programs*, and *Training for Offender Employment Specialists*. Nominal fees may be charged to cover the cost of duplication, shipping, and handling.

State and local corrections agencies are strongly encouraged to submit two complete copies of curriculum packages (including overheads, videotapes, etc.) for possible inclusion in the CTN collection. If the curriculum is copyrighted, a copyright release **must** be included. If selected, the materials will be distributed for use by other corrections agencies through the NIC Information Center.

For more information about the materials available through the Correctional Training Network, contact the NIC Information Center, 1860 Industrial Circle, Suite A, Longmont, Colorado 80501; telephone 303-682-0213 or toll-free 800-877-1461; fax 303-682-0558.

Form A

(This form may be duplicated.)

NATIONAL INSTITUTE OF CORRECTIONS

Individual Application

To apply, complete and sign this form, attach supplementary statements required in the seminar description, obtain the necessary endorsement, and mail or fax to the NIC Academy, 1960 Industrial Circle, Suite A, Longmont, CO 80501; FAX 303-682-0469. **Each item on both sides of this application must be completed to receive consideration.** All applications must be received by the specified due date. **Early applications are strongly encouraged.** All applications will be acknowledged. Applicants **accepted for participation** will receive confirmation and additional information about the seminar.

Date of application _____

1. Name _____

2. Social Security No. _____

Note: Disclosure of your Social Security Number is voluntary. NIC collects Social Security Numbers as an identifier for records of training participants. Executive Order No. 9397.

3. Title _____ Yrs. in position _____

4. Agency _____

5. Mailing address _____

6. City _____ 7. County _____

8. State _____ 9. Zip code _____

10. Telephone () _____

11. Type of agency (check one):

- ☐ 1. Federal - Bureau of Prisons
- ☐ 2. Federal - Uniformed Services
- ☐ 3. Federal - Other
- ☐ 4. State
- ☐ 5. Local
- ☐ 6. Regional
- ☐ 7. Special (e.g., territory, commonwealth)
- ☐ 8. Foreign

12. Primary area of corrections (check one):

- ☐ 1. Adult jail
- ☐ 2. Adult community corrections
- ☐ 3. Adult prison
- ☐ 4. Other (explain): _____

13. Size of agency or institution:

Number of inmates or clients _____
Total number of agency staff _____
Number of staff you supervise _____

It is the policy of the National Institute of Corrections to ensure that no individual is discriminated against on the basis of race, color, national origin, gender, or disability in programs or activities funded or conducted by the Institute. To help ensure that the aforementioned protected classes of people are fairly represented in Institute training programs, we are asking **optional** questions 14-16.

14. (Optional) Gender: ☐ M ☐ F

15. (Optional) Race: ☐ 1. American Indian ☐ 4. Hispanic
☐ 2. Asian ☐ 5. White
☐ 3. Black ☐ 6. Other (specify) _____

16. (Optional) Disability: ☐ 1. Visually impaired
☐ 2. Hearing impaired
☐ 3. Physically impaired

17. Highest education level: ☐ 1. Less than high school
☐ 2. High school diploma/GED
☐ 3. 2-year associate degree
☐ 4. 4-year college degree
☐ 5. Master's degree
☐ 6. Ph.D./equivalent
☐ 7. Other _____

Indicate specific seminar title and seminar number:

18. Seminar title _____

19. Seminar number 98- _____

20. **Cannot** attend on following dates: _____

21. If the desired training is designed for team participation, list team members below and send all applications together. **Only one supplementary statement is required for all team members.**

22. Please list all other NIC seminars you have attended during the past three years.

Seminar Title _____ Date _____

Seminar Title _____ Date _____

Seminar Title _____ Date _____

I have attached the supplementary statement required in the seminar description. Applications of all team members are also included. I understand that if attending a Longmont seminar I will be required to reside at the training site for the duration of the seminar and that lodging and meals will be provided.

Signature _____ Date _____

(over)

ENDORSEMENT OF APPLICATIONS FOR TRAINING

NIC will reject as "incomplete" application forms that do not bear the endorsement of the chief executive officer or

administrator of the agency, as defined below.

- For **jail practitioners**—the head of the jail, such as the sheriff or director of the department of corrections, depending on the organizational structure of the agency.
- For **prison practitioners**—the director or commissioner of the state department of corrections.
- For **community corrections practitioners**—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 director of the BOP Management and Specialty Training Center, Aurora, CO.

Individuals from **private organizations** who meet the eligibility requirements must submit with their applications 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.

Notice to Administrators Making Endorsements: NIC will look favorably upon nominations of individuals and teams that reflect a fair representation of women, minorities, and persons with disabilities.

NOMINATION/ENDORSEMENT

Nomination/Endorsement must be made by, or under the name and authority of, the chief executive officer or administrator 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 seminar develops an action plan for our agency, outcomes of the implementation will be provided on request to NIC for impact evaluation purposes.

Signature of Administrator/CEO

Date

(Type or Print Name)

Title of Administrator/CEO

Telephone (include area code)

(over)

Type and location of housing for participants: _____

Distance from training facility (if not adjacent): _____

Means of transportation available (if necessary) to transport participants to training facility: _____

Cost per night for housing. Single: _____ Double: _____

Arrangements and cost of meals for participants: _____

Other agencies you intend to invite to send participants: _____

Number of participants anticipated: From your agency: _____ From other agencies: _____

TOTAL NUMBER that will be assured: _____

Other information NIC should know regarding logistics, training facility, or accommodations: _____

Endorsement of Application by Agency Chief Executive Officer

I request that our agency be considered to offer the above-named seminar as a Partnership Seminar. We agree with NIC's equal opportunity policy and will attempt to achieve fair representation of qualified women, minorities, and persons with disabilities in the training.

Signature of CEO

Type or Print Name of CEO

Date of Request

Telephone (include area code)

Applications for *Changing Offender Behavior: Principles and Strategies for Case Planning and Supervision*

only should be sent to: David Dillingham
National Institute of Corrections
Community Corrections Division
320 First Street, NW
Washington, D.C. 20534
FAX: 202-307-3361

All other applications should be sent to:
National Institute of Corrections Academy
1960 Industrial Circle, Suite A
Longmont, CO 80501
FAX: 303-682-0469

Form C

NATIONAL INSTITUTE OF CORRECTIONS

Videoconference Site Registration

To register, complete this form and mail or fax to the NIC Academy. All registration forms must be received by the due date. Sites will receive confirmation and additional information.

Videoconference Title: _____

Number: 98- _____

Date Scheduled: _____

Agency/Site Name: _____

Site Address for Videoconference: _____

Site Coordinator/Contact Person: _____

Title: _____

Telephone: () _____

FAX: () _____

Mailing Address: _____

Other agencies you may invite or have invited to attend: _____

Number of participants anticipated: From your agency: _____ From other agencies: _____

Describe local activities you may conduct before or after this videoconference: _____

Do you have access to a satellite receiving dish? _____

(If not, NIC will assist in identifying local downlink sites.)

Note: You will be required to duplicate materials for your site participants and submit participants' evaluations to NIC.

Return application to: National Institute of Corrections Academy
1960 Industrial Circle, Suite A
Longmont, CO 80501
FAX: 303-682-0469