



National Institute of Corrections

July 2001

Technical Assistance, Information, and Training for Adult Corrections



Jails

Prisons

Community Corrections

Service Plan
October 1, 2001—September 30, 2002

www.nicic.org

Letter From the Director of the National Institute of Corrections

Dear Colleague:

This document presents the National Institute of Corrections (NIC) service plan for fiscal year 2002, which begins October 1, 2001. It describes technical assistance, information services, and training available to those working in federal, state, and local adult corrections agencies, as well as the cooperative agreements we anticipate funding. The service plan is available on NIC's Web site at www.nicic.org. NIC will announce updates to this plan on its Web site throughout the year. The service plan is also available on CD-ROM; send an e-mail to asknicic@nicic.org.

All activities described here support NIC's mission:

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

To accomplish our mission, we strive to:

- Take a proactive leadership role in influencing national policies, practices, and operations by developing programs that address areas of emerging interest and concern to corrections executives and practitioners and public policymakers.
- Respond to client agencies and staff with relevant and useful assistance to improve their corrections systems.

We have designed our activities to help you meet challenges in your career and with your staff, your organization, and the offenders you manage. I encourage you to take advantage of the services available. I also invite your comments on the enclosed card regarding NIC's activities and suggestions on how NIC can serve you better.

Morris L. Thigpen
July 2001

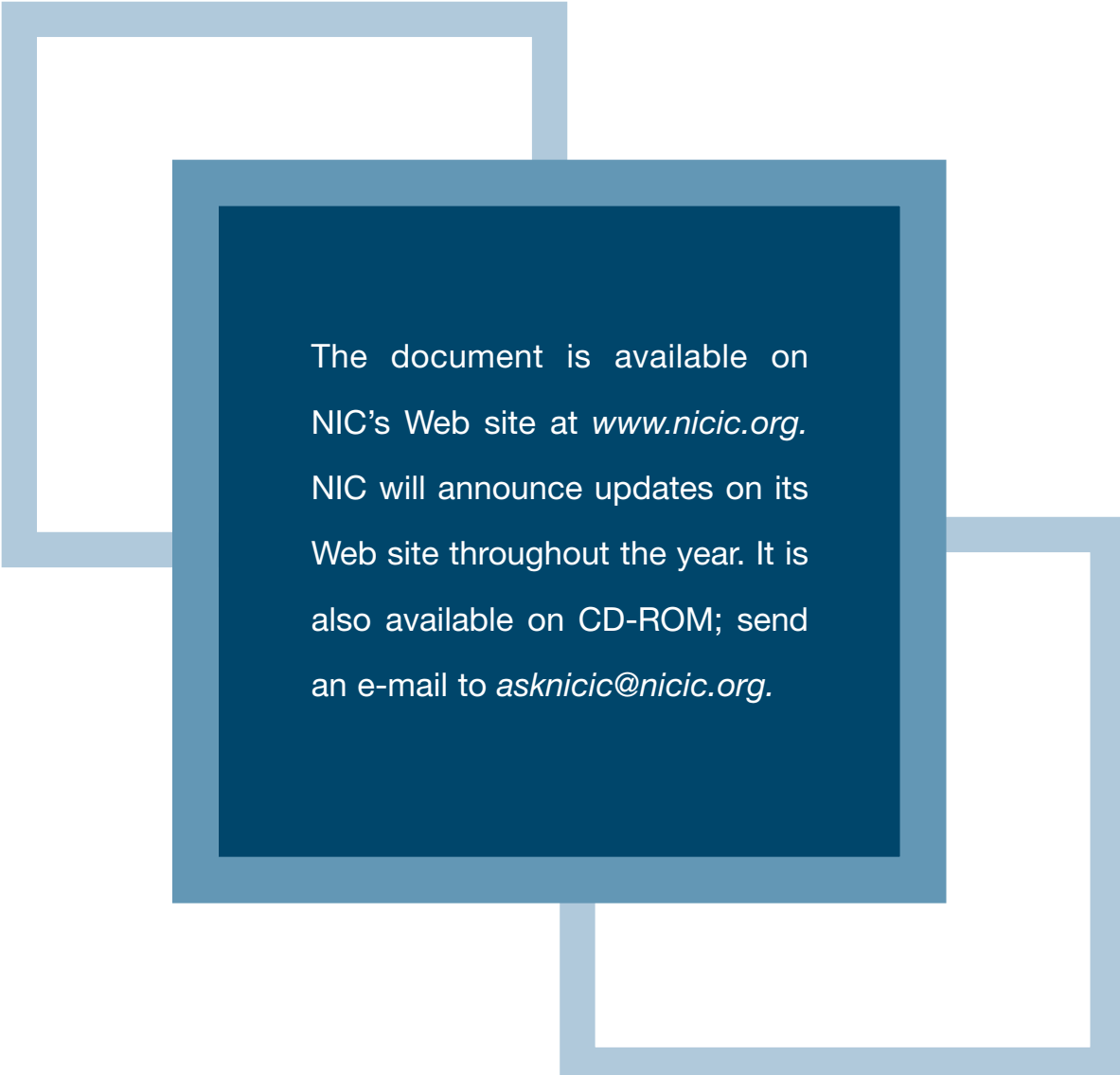
National Institute of Corrections

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Service Plan

October 1, 2001—September 30, 2002

J u l y 2 0 0 1



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NIC will announce updates on its
Web site throughout the year. It is
also available on CD-ROM; send
an e-mail to *asknicic@nicic.org*.

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 opportunity feasible to employees to enhance their skills through on-the-job training, work-study programs, and other training measures so they can perform at their highest potential and advance in accordance with their abilities.



Contents

Introduction

Organizational Structure	1
Contact Information	1

All Corrections Disciplines: Programs and Services

Leadership and Management.....	5
<i>Training Programs</i>	5
NIC Executive Excellence	5
Correctional Leadership Development.....	6
Management Development for Women and Minorities	6
Advanced Management Strategies for Women and Minorities	7
Strategies for Building Effective Work Teams.....	8
Public and Media Relations for CEOs and PIOs	9
Public and Media Relations	9
Helping Agencies Build Capacity for Training.....	10
<i>Training Programs</i>	10
Training for Agency Training Coordinators/Directors	10
Training Design and Development	11
Training for Small Agency Training Coordinators	12
Foundation Skills for Trainers.....	13
Institutional Field Training Officer Program Development.....	13
Small Agency Field Training Officer Program Development.....	14
<i>Cooperative Agreement</i>	15
Designing and Managing e-Learning Training Applications	15
<i>Regionalization</i>	16
Offender Management.....	17
<i>Distance Learning Training</i>	17
Restorative Justice: Principles, Practices, and Implementation.....	17
Thinking for a Change: An Integrated Approach to Changing Offender Behavior	18
Addressing Staff Sexual Misconduct	19
<i>Training Programs</i>	19
Addressing Staff Sexual Misconduct With Inmates	19
Investigations of Staff Sexual Misconduct With Inmates	20
<i>Videoconference</i>	21
Addressing Staff Sexual Misconduct.....	21
<i>Technical Assistance</i>	21
Offender Job Training, Placement, and Retention	22
<i>Training Program</i>	22



Offender Workforce Development Specialist	22
<i>Distance Learning Training</i>	24
Offender Job Retention	24
Women Offenders	25
<i>Training Programs</i>	25
Women Offenders: Critical Policy Issues	25
Women Offenders: Developing an Agencywide Approach	26
<i>Publications</i>	27
<i>Web Page</i>	27

Jails: Programs and Services

Jail Administration	31
<i>Training Programs</i>	31
Administering the Small Jail	31
Jail Administration	32
Jail Resource Management	32
<i>Technical Assistance</i>	33
<i>Small Jails: State-Based Assistance</i>	33
<i>Publications</i>	34
Inmate Supervision and Management	34
<i>Training Programs</i>	34
Effective Inmate Supervision	34
Orientation to Direct-Supervision Jails	35
How to Run a Direct-Supervision Housing Unit: Training for Trainers	36
<i>Technical Assistance</i>	37
<i>Publications</i>	37
<i>Videotape</i>	37
Inmate Classification in Jails	37
<i>Training Program</i>	38
Orientation to Objective Classification	38
<i>Technical Assistance</i>	38
<i>Publications</i>	39
New Jail Planning	39
<i>Training Programs</i>	39
Planning of New Institutions	39
Managing Jail Design and Construction	40
<i>Technical Assistance</i>	40
Community Meetings	40
Transition Assistance	41
General Technical Assistance	41
<i>Publications</i>	41



Educating Local Officials and the Community	42
<i>Training Program</i>	42
The Jail as a Part of County Government	42
<i>Technical Assistance</i>	43
<i>Publications</i>	43
<i>Videotape</i>	43
Jail Standards and Inspections	43
<i>Training and Technical Assistance</i>	43
Jail Mental Health Services	44
<i>Training Programs</i>	44
Planning and Implementing Effective Mental Health Services in Large Jails	44
Planning and Implementing Effective Mental Health Services in Small/Medium Jails	45
<i>Videoconference</i>	45
Mentally Ill Inmates in Jails: Meeting the Challenge	45
<i>Technical Assistance</i>	46
<i>Publications</i>	46
Prisons: Programs and Services	
Leadership and Management	51
<i>Training Programs</i>	51
Executive Leadership Training for Women	51
Executive Training for Deputy Directors	52
Executive Training for Experienced Wardens	52
Executive Training for New Wardens	53
Supervisory Leadership for Women	53
Objective Classification	54
<i>Training Program</i>	54
Comprehensive Objective Prison Classification Systems	54
<i>Technical Assistance</i>	55
<i>Publications</i>	55
<i>Web Page</i>	56
Institutional Culture	56
<i>Technical Assistance</i>	56
Institutional Culture	56
<i>Training Program</i>	57
Training the Trainers: Assessment of Institutional Culture	57
Prison Management and Operations	58
<i>Training Programs</i>	58
Conducting Prison Security Audits	58
Management of Violent, High-Risk, and Supermax Inmates	59
Managing Prison Security Systems	59



Monitoring Private Service Contracts in Prisons	60
Operational Practice in Women's Prisons	60
Training for Victim Service Coordinators	61
Training on Private Prison RFPs and Contracts	61
<i>Videoconference</i>	62
Recruitment and Retention of the Prison's Workforce	62
<i>Cooperative Agreements</i>	62
Emergency Preparedness Assessments	63
Managing Prisons During Natural and Environmental Disasters	63
Correctional Health Care	64
<i>Training Programs</i>	64
Prison Health Care: Women Offenders	64
Utilizing Technology in Correctional Health Care	64
<i>Videoconference</i>	65
Best Practices for Offenders With Mental Health Needs	65

Community Corrections: Programs and Services

Executive Orientation	69
<i>Training Programs</i>	69
Orientation for New Probation and Parole Chief Executive Officers	69
Orientation for Parole Board Members	70
Effective Offender Management	70
<i>Training Program</i>	70
Changing Offender Behavior: The Role of Administration	70
<i>Cooperative Agreement</i>	72
Implementing Effective Correctional Management of Offenders in the Community	72
<i>Technical Assistance</i>	73
Implementing Effective Correctional Management of Offenders in the Community	73
Improving Community Responses to Women Offenders	74
<i>Videoconference</i>	75
Managing the Mentally Ill Offender in the Community During an Era of Managed Health Care	75
Management and Operations	76
<i>Technical Assistance</i>	76
Managing Transition From Prison to the Community	76
<i>Cooperative Agreement</i>	77
Managing Transition From Prison to the Community	77
<i>Information Sharing/Technical Assistance</i>	78
Interstate Compact for Adult Offender Supervision	78

Information Services

NIC Information Center	83
How to Request Information	83



Technical Assistance

Who Should Apply	87
Description	87
NIC Review	88
Application Requirements	88
Where to Apply	88
International Assistance	89

Videoconferences

Videoconference Calendar	93
Costs and Logistics	93
Site Coordinators'/Facilitators' Role	94
Application Requirements	95

Distance Learning Training

Distance Learning Training Calendar	99
Costs and Logistics	99
Site Coordinators'/Facilitators' Role	100
Application Requirements	101

e-Learning Training

NIC Training Center Programs in Longmont, Colorado

Costs and Logistics	109
Application Requirements	109
NIC Training Center Programs in Longmont, Colorado, Calendar	110
Cancellations	111



NIC-Paid Training Beyond Longmont, Colorado

NIC-Paid Training Beyond Longmont, Colorado, Calendar	115
Costs and Logistics.....	116
Application Requirements	116
Cancellations	116

Partnership Programs

Partnership Program Calendar.....	119
Costs and Logistics.....	120
Site Coordinators’/Facilitators’ Role	120
Application Requirements	120
Cancellations	120

Forms

Application for Individuals (Form A)	
Statement of Interest to Host Partnership Programs (Form B)	
Site Coordinator’s Registration for 3-Hour Videoconference (Form C)	
Site Coordinator’s Registration: Distance Learning 32-Hour Training Program (Form D)	
Application for Regional Field Coordinator (Form E)	



Introduction

The National Institute of Corrections (NIC) is a federal agency created in 1974 to provide leadership, training, and technical assistance to the field of corrections. NIC is unique as a federal agency because it provides direct service rather than financial assistance as the primary means of carrying out its mission. NIC responds directly to the needs identified by practitioners working in state and local adult corrections. Its enabling legislation, Public Law 93–415, established an advisory board to provide policy direction and help set program priorities.

Organizational Structure

NIC is organized so that each primary constituent group in adult corrections—jails, prisons, and community corrections—is represented and served by an NIC division. All adult corrections are also served by the Academy Division, the NIC Information Center, and the Office of Correctional Job Training and Placement (OCJTP). The Special Projects Division coordinates NIC’s interagency programs and special projects. The Office of International Assistance provides information to practitioners from other countries.

NIC’s administrative offices; the Prisons, Community Corrections, and Special Projects Divisions; Office of International Assistance; and OCJTP are located in Washington, D.C. The Jails and Academy Divisions, Information Center, and NIC Training Center are located in Longmont, Colorado.

Contact Information

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All Corrections Disciplines: Programs and Services

All Corrections Disciplines: Programs and Services

Leadership and Management

Training Programs

- NIC Executive Excellence
- Correctional Leadership Development
- Management Development for Women and Minorities
- Advanced Management Strategies for Women and Minorities
- Strategies for Building Effective Work Teams
- Public and Media Relations for CEOs and PIOs
- Public and Media Relations

Helping Agencies Build Capacity for Training

Training Programs

- Training for Agency Training Coordinators/Directors
- Training Design and Development
- Training for Small Agency Training Coordinators
- Foundation Skills for Trainers
- Institutional Field Training Officer Program Development
- Small Agency Field Training Officer Program Development

Cooperative Agreement

- Designing and Managing e-Learning Training Applications

Regionalization

Offender Management

Distance Learning Training

- Restorative Justice: Principles, Practices, and Implementation
- Thinking for a Change: An Integrated Approach to Changing Offender Behavior

Addressing Staff Sexual Misconduct

Training Programs

- Addressing Staff Sexual Misconduct With Inmates
- Investigations of Staff Sexual Misconduct With Inmates

Videoconference

- Addressing Staff Sexual Misconduct

Technical Assistance

Offender Job Training, Placement, and Retention

Training Program

- Offender Workforce Development Specialist

Distance Learning Training

- Offender Job Retention

Women Offenders

Training Programs

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

Publications

Web Page



Leadership and Management

TRAINING PROGRAMS

NIC Executive Excellence

Who Should Attend

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

Description

This 10-month program provides the critical, core knowledge and skills needed to lead correctional organizations. It includes a variety of training, assessment, and experiential activities: 2 weeks of intensive assessment and training in Longmont, Colorado, a field assignment, a 2½-day leadership skills program at a central location, a 3-day culmination training and graduation program in Longmont, and alumni activities.

Application Requirements

Applicants must attach to Form A (page 121) a resume describing their current responsibilities, an agency organization chart, and a statement of their need for this program and commitment to complete it. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Contact

Robert Brown, Jr., Academy Division; toll-free telephone: 800-995-6429, ext. 111; e-mail: rbrown@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: May 12–24, 2002

Program: 02-E1001

Applications Due: Feb. 12, 2002

Agencies interested in hosting a partnership program, videoconference, or distance learning training must submit Form B, C, or D (page 121).

Individuals interested in participating in a partnership program, videoconference, or distance learning training should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 121) and supplemental information requested in the course description.



**NIC TRAINING CENTER
LONGMONT, CO**

Dates: Apr. 30–May 10, 2002

Program: 02–M101

Applications Due: Feb. 1, 2002

Dates: Aug. 13–23, 2002

Program: 02–M102

Applications Due: May 13, 2002

Dates: Sept. 17–27, 2002

Program: 02–M103

Applications Due: Jun. 17, 2002

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: Nov. 5–9, 2001

Program: 02–M1001

Applications Due: July 30, 2001

Dates: Mar. 11–15, 2002

Program: 02–M1002

Applications Due: Dec. 10, 2001

Correctional Leadership Development

Who Should Attend

Individuals with management responsibility for a jail, prison, or community corrections district or regional office, and agency program and service managers. Deputies of these managers will be considered if recommended by their chief executive officer.

Description

This 70-hour program is based on the Leadership Challenge model and provides the opportunity for participants to examine their current leadership style and practice. Through the use of instrumentation, discussion, and experiential activities, they identify their leadership strengths and create a personal leadership development plan.

Application Requirements

Part I: Applicants must attach to Form A (page 121) a brief statement of their responsibilities, including how long they have held their current or other management position, an organization chart that clearly indicates their role in the agency, and a statement of their need for this program.

Part II: After notification of acceptance, participants will be assigned several preprogram activities. Note that some materials must be completed and returned to the NIC Academy prior to arriving at the training site.

See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Contacts

John Eggers, Academy Division; toll-free telephone: 800–995–6429, ext. 152; e-mail: jeggers@bop.gov.

Dee Halley, Academy Division; toll-free telephone: 800–995–6429, ext. 116; e-mail: dhalley@bop.gov.

Management Development for Women and Minorities

Who Should Attend

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



Description

This 36-hour program, designed for women and minorities, addresses the complex issues and skills related to high-performance productivity in a multicultural workforce. Participants identify leadership and learning styles; discuss organizational dynamics, problem-solving techniques, and conflict-resolution strategies; and design a career development plan.

Application Requirements

Applicants must attach a statement to Form A (page 121) describing their current position and responsibilities, the number of years they have held a management position, their 5-year career goal, and how this program will benefit them and their agency. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Contact

Nancy Shomaker, Academy Division; toll-free telephone: 800-995-6429, ext. 120; e-mail: nshomaker@bop.gov.

Advanced Management Strategies for Women and Minorities

Who Should Attend

Staff working in jails, prisons, and community corrections agencies who have completed the NIC Management Development for a Diverse Workforce or Management Development for Women and Minorities training program.

Description

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

Application Requirements

Applicants must attach an agency organization chart and a statement to Form A (page 121) describing their current position and responsibilities, and the types and dates of promotions they have received over the past 5 years. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: June 24–28, 2002

Program: 02-M1003

Applications Due: Mar. 25, 2002



Contact

Nancy Shomaker, Academy Division; toll-free telephone: 800-995-6429, ext. 120; e-mail: nshomaker@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: June 24-28, 2002

Program: 02-S4701

Applications Due: Mar. 25, 2002

Strategies for Building Effective Work Teams

Who Should Attend

Executive-level administrators, deputy administrators, supervisors, and managers in jails, prisons, and community corrections agencies who lead multimember work groups that share common goals. **The program is designed for individual applicants; group applications will not be considered.**

Description

This 36-hour program provides strategies for developing, implementing, managing, and evaluating work teams within a work unit and agency wide. It covers individual and group leadership techniques, group dynamics, work team characteristics, and ways to overcome organizational barriers to team development.

Application Requirements for Longmont, Colorado

Applicants must attach a statement to Form A (page 121) describing the organizational structure of their work units, the primary mission and goals of the units, and how this program will assist them with quality improvement in their units and agency. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

Application Requirements for Partnership Sites

Agencies interested in hosting this program must submit Form B (page 121). See "Partnership Programs" (page 117) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this partnership program.

Contacts

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: mdooley@bop.gov.

John Eggers, Academy Division; toll-free telephone: 800-995-6429, ext. 152; e-mail: jeggers@bop.gov.

PARTNERSHIP SITES *

Dates: Apr. 22-26, 2002

Program: 02-R026

Applications Due: Dec. 10, 2001

Dates: Sept. 9-13, 2002

Program: 02-R027

Applications Due: Mar. 11, 2002

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



Public and Media Relations for CEOs and PIOs

Who Should Attend

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

Description

This 24-hour training program teaches CEOs and PIOs of large corrections agencies how to manage media and public relations. The training covers media policy, key media contacts, an open and cooperative image, crisis management, and the skills to create a positive public opinion of corrections during interviews and news conferences.

Application Requirements

Each team member must complete Form A (page 121); only one supplemental statement for the team is required. This statement must describe how **each** team member's position involves working with the media, any issues that have attracted significant public attention to their agency, and how this training program will benefit them and their agency. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

Contact

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: mdooley@bop.gov.

NIC TRAINING CENTER
LONGMONT, CO

Dates: June 12-14, 2002

Program: 02-M201

Applications Due: Mar. 12, 2002

Public and Media Relations

Who Should Attend

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

Description

This 36-hour program helps participants develop the skills and abilities needed to deal effectively with the media and the general public. Presentation skills are refined by extensive use of videotaping.

PARTNERSHIP SITE *

Dates: Mar. 5-8, 2002

Program: 02-R017

Applications Due: Dec. 10, 2001

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



Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 121). After acceptance as a site, the site coordinator must obtain from each proposed participant a completed Form A and a statement that describes their current position and responsibilities, frequency of contact with the media and the public, any issues that have attracted significant public attention to their agency, and how this program will benefit them and their agency. See “Partnership Programs” (page 117) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

Contact

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: mdooley@bop.gov.

Helping Agencies Build Capacity for Training

TRAINING PROGRAMS

Training for Agency Training Coordinators/Directors

NIC TRAINING CENTER LONGMONT, CO

Dates: Mar. 17–22, 2002

Program: 02–S811

Applications Due: Dec. 17, 2001

Dates: June 16–21, 2002

Program: 02–S812

Applications Due: Mar. 15, 2002

Who Should Attend

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

Description

This 32- to 36-hour program provides participants with the knowledge and skills to serve as agency or institution training coordinator/director and is recommended for those who recently assumed that role. It covers such topics as developing training policy, procedures, and an annual training plan; identifying cost-effective alternatives to classroom training; developing effective training; assessing the impact of training on the agency; and supporting the agency’s strategic objectives via training.



Application Requirements for Longmont, Colorado

Applicants must attach a statement to Form A (page 121) indicating they are currently serving as the agency or institution training coordinator/director or will soon assume that role. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 121). See “Partnership Programs” (page 117) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

Contact

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: treid@bop.gov.

PARTNERSHIP SITES *

Dates: Dec. 3–6, 2001

Program: 02–R023

Applications Due: Aug. 31, 2001

Dates: Jan. 7–10, 2002

Program: 02–R024

Applications Due: Oct. 10, 2001

Dates: Sept. 16–19, 2002

Program: 02–R025

Applications Due: Mar. 11, 2002

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

Training Design and Development

Who Should Attend

Trainers who have completed a basic training-for-trainers course of at least 40 hours and who have subsequent experience training jail, prison, or community corrections staff.

Description

This 36-hour program follows the Instructional Theory into Practice model for systematically designing training. It covers learner-centered instruction, adult learning theory, needs assessments, performance objectives, instructional strategies, training aids, and evaluation methods. Participants design and develop a lesson plan as part of this training program.

Application Requirements for Longmont, Colorado

Applicants must attach a copy of a certificate or other document to Form A (page 121) showing they completed a basic training-for-trainers course. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

NIC TRAINING CENTER LONGMONT, CO

Dates: Apr. 7–12, 2002

Program: 02–S101

Applications Due: Jan. 7, 2002

Dates: July 28–Aug. 2, 2002

Program: 02–S102

Applications Due: Apr. 29, 2002



PARTNERSHIP SITES *

Dates: June 3–7, 2002

Program: 02–R028

Applications Due: Mar. 4, 2002

Dates: Aug. 12–16, 2002

Program: 02–R029

Applications Due: Mar. 11, 2002

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

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 121). See “Partnership Programs” (page 117) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

Contact

Tom Reid, Academy Division; toll-free telephone: 800–995–6429, ext. 134; e-mail: treid@bop.gov.

Training for Small Agency Training Coordinators

Who Should Attend

Staff from small jails, prisons, residential community corrections facilities, and probation and parole agencies who serve as the training coordinator for the agency or institution as an added duty.

Description

This 32- to 36-hour program is ideal for a newly appointed training coordinator at a small agency or small institution. It stresses development of the annual training plan, alternatives to classroom training, strategies for effective training, and the efficient use of limited training resources.

Application Requirements

Several partnership programs are available with dates to be determined.

Agencies interested in hosting this training program must complete Form B (page 121). See “Partnership Programs” (page 117) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

Contact

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PARTNERSHIP SITES

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



Foundation Skills for Trainers

Who Should Attend

Jail, prison, and community corrections staff who have been designated to deliver in-house training, especially new trainers.

Description

This 36-hour basic training-for-trainers program prepares participants to deliver established training curriculums. It covers adult learning theory, including characteristics of learners and learning styles, and how to manage the learning environment. The program provides an orientation to lesson plans, performance objectives, teaching methods, and use of training aids.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 121). See "Partnership Programs" (page 117) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

Contact

Lillie Hopkins, Academy Division; toll-free telephone: 800-995-6429, ext. 124; e-mail: lhopkins@bop.gov.

PARTNERSHIP SITES *

Dates: Jan. 28–Feb. 1, 2002

Program: 02–R018

Applications Due: Oct. 29, 2001

Dates: Apr. 29–May 3, 2002

Program: 02–R019

Applications Due: Dec. 10, 2001

Dates: July 29–Aug. 2, 2002

Program: 02–R020

Applications Due: Mar. 11, 2002

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

Institutional Field Training Officer Program Development

Who Should Attend

Staff from jails, prisons, and residential community corrections agencies who are responsible for developing or enhancing an on-the-job training (OJT) program for new facility employees based on a corrections-specific field training officer (FTO) model. Previous training as a trainer is helpful but not required.

Description

This 24- to 28-hour program provides participants with the knowledge and skills to develop and implement a formal skills-based OJT program

NIC TRAINING CENTER LONGMONT, CO

Dates: Jan. 28–Feb. 1, 2002

Program: 02–S901

Applications Due: Oct. 29, 2001



for new facility employees using an FTO/OJT model. The model may have limited applicability for parole and probation agencies that do not operate residential facilities.

Application Requirements for Longmont, Colorado

Applicants must attach a statement signed by the chief executive officer to Form A (page 121) confirming that the agency intends to develop or enhance an FTO/OJT program during the coming year. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 121). See “Partnership Programs” (page 117) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

Contact

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: treid@bop.gov.

PARTNERSHIP SITES *

Dates: Oct. 23–25, 2001

Program: 02-R021

Applications Due: July 23, 2001

Dates: Feb. 5–7, 2002

Program: 02-R022

Applications Due: Dec. 10, 2001

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

Small Agency Field Training Officer Program Development

Who Should Attend

Staff from small jails, prisons, and residential community corrections facilities who are responsible for developing or enhancing a formal on-the-job training (OJT) program for new employees based on an institutional field training officer (FTO) corrections-specific model. Previous training as a trainer is helpful but not required.

Description

This 24- to 28-hour program assists small agencies in developing a formal OJT program for new facility employees. It stresses cost effectiveness, systemic acquisition of skills, proficiency testing, and thorough documentation based on a corrections-specific, task-based FTO delivery model for small agencies.

Application Requirements

Several partnership programs are available with dates to be determined.

Agencies interested in hosting this training program must complete Form B (page 121). See “Partnership Programs” (page 117) for more information.

PARTNERSHIP SITES

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



Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

Contact

Tom Reid, Academy Division; toll-free telephone: 800-995-6429, ext. 134; e-mail: treid@bop.gov.

COOPERATIVE AGREEMENT

The National Institute of Corrections awards cooperative agreements to fund the planning, development, and implementation of its strategic plan. Unlike grants and other types of funding, cooperative agreements require that NIC work closely with the awardees to achieve their stated goals. Announcements for cooperative agreements are posted in the *Federal Register* and on the NIC Web site: www.nicic.org.

Designing and Managing e-Learning Training Applications

Check the *Federal Register*
(November 2001) for RFA.

Scope of Work

This project includes the design, development, and delivery of up to four e-Learning training programs. The award recipient will create learner-centered instructional programming for dissemination and delivery over the Internet. Among other activities, the award recipient is responsible for the development of interactive training applications that use visually stimulating learning frames supported by audio and/or video enhancement, pre- and posttesting of participant performance; and pilot delivery of each program design.

The award recipient will manage e-Learning programming, including but not limited to registering participants, tracking participant performance in each e-Learning program, disseminating logistical and content training materials, providing 24/7 technical support, awarding certificates of completion, and generating activity and completion reports.

Note: NIC may consider awarding two cooperative agreements, one award for instructional design and one award for management of the e-Learning programs.

Anticipated Funding

\$250,000



Date Request for Applications (RFA) Will Be Published in the Federal Register

November 2001

Contact

Steven Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126; e-mail: sswisher@bop.gov.

Visit www.nicic.org and click:

- Services.
- Training Programs.
- Regional Training.

REGIONALIZATION

Who Should Apply

Trainers—especially training managers—from jails, prisons, and community corrections.

Description

To enhance correctional training at the federal, state, and local levels, the Academy Division provides the opportunity for training managers and trainers to meet and exchange ideas with their counterparts in other jurisdictions. The Academy coordinates a national network of training volunteers known as regional field coordinators (RFCs), eight of whom represent each of four regions of the country (two RFCs each from jails, prisons, community corrections, and juvenile justice).

The RFCs help focus NIC activities to local trainers' needs and identify training activities available from sources other than NIC. Each fall, the Academy sponsors a meeting of the RFCs to plan activities based on input from correctional training personnel in their regions. They also design regional workshops and other activities partially funded by NIC.

Application Requirements

Individuals interested in becoming part of the national network of training volunteers must submit Form E (page 121), which is also available on the NIC Web site.

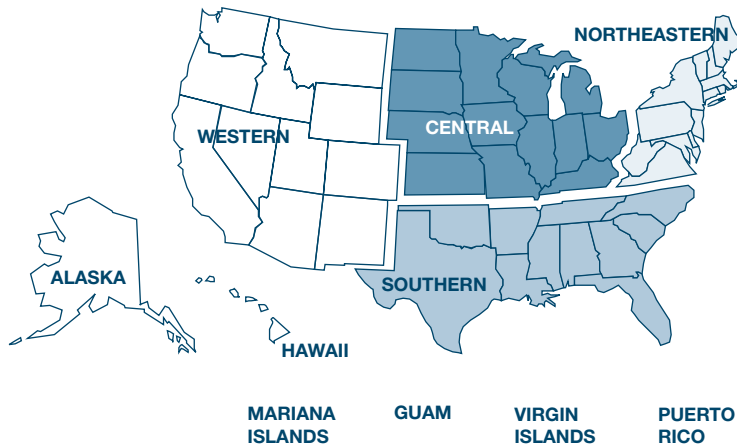
Information about these volunteer training activities will be posted on NIC's Web site. Training events will also be announced through fliers and other means. Agencies are responsible for travel and per diem costs associated with their trainers attending these events. A list of the RFCs can be obtained from the Web site or by contacting the Academy Division.

Contact

Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: mndooley@bop.gov.



NIC ACADEMY TRAINING REGIONS



Offender Management

DISTANCE LEARNING TRAINING

Restorative Justice: Principles, Practices, and Implementation

Who Should Attend

Individuals or teams from state and local jurisdictions who will implement restorative justice initiatives and practices.

Description

This 32-hour program explores the principles, values, and practices of restorative justice. Participants learn to develop systems, structure, and protocols to implement a restorative justice model. Creating active partnerships with communities and opportunities for victim participation is addressed. Participant teams prepare a strategic action plan to design, develop, and implement restorative justice practices locally.

The 8-hour site coordinator/facilitator training session is held before the course and deals with the off-air activities and facilitator skills and knowledge needed to coordinate the training at the site.

DISTANCE LEARNING*

Site Coordinator/Facilitator

Training Dates: Nov. 7–8, 2001

Training Program Dates:

Jan. 28–Feb. 1, 2002

Program: 02–S9001

Applications Due: Oct. 5, 2001

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



Application Requirements

Agencies interested in hosting this distance learning training must submit Form D (page 121). See “Distance Learning Training” (page 97) for additional information.

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

Contacts

Program content: Mike Dooley, Academy Division; toll-free telephone: 800-995-6429, ext. 132; e-mail: mdooley@bop.gov.

Distance learning technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.

Thinking for a Change: An Integrated Approach to Changing Offender Behavior

DISTANCE LEARNING*

Site Coordinator/Facilitator

Training Dates: May 15–16, 2002

Training Program Dates:

Sept. 16–20, 2002

Program: 02–S9004

Applications Due: Apr. 15, 2002

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

Who Should Attend

Jail, prison, or community corrections staff who, as part of their agency’s approach to recidivism reduction, facilitate or plan to facilitate offender groups using the NIC cognitive behavior change program, Thinking for a Change.

Positions may include group treatment providers, correctional officers, case managers, probation officers, educators, psychological staff, or other individuals whose job includes delivering programs for offenders.

Description

This training prepares facilitators to deliver the Thinking for a Change program with offender groups. The program integrates cognitive approaches for changing behavior by restructuring offenders’ thinking (e.g., antisocial attitudes, values, or beliefs) and teaching prosocial cognitive skills (e.g., effective problem solving and the ability to consider consequences). Participants in the facilitator’s program practice delivering a lesson from each of the core elements of the curriculum.

The 8-hour site coordinator/facilitator training session is held before the course and deals with the off-air activities and facilitator skills and knowledge needed to coordinate the training at the site.



Application Requirements

Agencies interested in hosting this distance learning training must submit Form D (page 121). See “Distance Learning Training” (page 97) for additional information.

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

Contacts

Program content: Steven Swisher, Academy Division; toll-free telephone: 800-995-6429, ext. 126; e-mail: sswisher@bop.gov.

Distance learning technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.

Addressing Staff Sexual Misconduct

TRAINING PROGRAMS

Addressing Staff Sexual Misconduct With Inmates

Who Should Attend

This program is appropriate only for three-person teams from state prison systems and jails who have the ability to design and implement departmental policy. The state teams **must** include department of corrections central office and prison managers. The jail teams **might** include the sheriff, jail administrator, director of the department of corrections, or the person responsible for drafting policy or developing and implementing staff training in this area.

Description

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

**AMERICAN UNIVERSITY
SCHOOL OF LAW
WASHINGTON, D.C.**

Dates: Mar. 10–15, 2002

Program: 02-P3401

Applications Due: Dec. 10, 2001



Application Requirements

Each team member must complete Form A (page 121); only one supplementary statement for the team is required. The statement must describe the agency's current policy or practices for responding to sexual misconduct, the status and stipulations of state law, and the agency's investigative procedures related to staff sexual misconduct. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

Contact

Allen Ault, Special Projects Division, toll-free telephone 800-995-6423, ext. 70147; e-mail: aault@bop.gov.

Investigations of Staff Sexual Misconduct With Inmates

**AMERICAN UNIVERSITY
SCHOOL OF LAW
WASHINGTON, D.C.**

Dates: July 7-12, 2002

Program: 02-P3402

Applications Due: Apr. 8, 2002

Who Should Attend

This program is appropriate only for three-person teams from state prisons and jails who have the ability to design and implement departmental policy. Appropriate selections may include senior administrators of internal affairs, human resources, and legal departments and jail and prison operations.

Description

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

Application Requirements

Each team member must complete Form A (page 121); only one supplementary statement for the team is required. The statement must describe the agency's current policies or practices for responding to sexual misconduct and related investigative policy, the status and stipulations of state law, and the agency's investigative procedures related to staff sexual misconduct. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

Contact

Allen Ault, Special Projects Division, toll-free telephone 800-995-6423, ext. 70147; e-mail: aault@bop.gov.



VIDEOCONFERENCE

Addressing Staff Sexual Misconduct

Who Should Attend

Administrators, management, or staff of any jail, prison, or community corrections facility.

Description

This 3-hour videoconference will address how to develop sound agency practices to address sexual misconduct between staff and offenders. It will focus on the scope of the problem, policy development, training strategies, legal liabilities, investigative procedures, responses to the media, and state and federal legislation.

Application Requirements

Agencies interested in hosting this videoconference must submit Form C (page 121). Registration can also be completed online at NIC's Web site: www.nicic.org. See "Videoconferences" (page 91) for additional information.

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

Contacts

Program content: Andie Moss, Prisons Division; toll-free telephone: 800-995-6423, ext. 30485; e-mail: amoss@bop.gov.

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.

VIDEOCONFERENCE*

Date: Dec. 12, 2001

Program: 02-S9002

Applications Due: Dec. 5, 2001

*Visit www.nicic.org for sites.

TECHNICAL ASSISTANCE

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

For more information and to apply for technical assistance, see "Technical Assistance" (page 85).



Offender Job Training, Placement, and Retention

The Office of Correctional Job Training and Placement (OCJTP) was legislatively established within NIC in March 1995 to encourage and support job training and placement programs that provide services to offenders in custody or under community supervision and ex-offenders through the provision of technical assistance, training, and information services. For more information, contact John Moore; toll-free telephone: 800-995-6423, ext. 44278, or 202-514-4278.

TRAINING PROGRAM

Offender Workforce Development Specialist

ST. LOUIS, MISSOURI

Week 1 (02-I322) Jan. 6–11, 2002
Week 2 (02-I323) Feb. 10–15, 2002
Week 3 (02-I324) Mar. 17–22, 2002

Applications Due: Oct. 5, 2001

SAN ANTONIO, TEXAS

Week 1 (02-I325) Aug. 11–16, 2002
Week 2 (02-I326) Sept. 15–20, 2002
Week 3 (03-I321) Oct. 20–25, 2002

Applications Due: May 3, 2002

Who Should Attend

Applicants must apply for the program as members of a five-person team with one alternate. It is preferable that one member of the team holds a master's degree in counseling (e.g., educational psychology, vocational rehabilitation, sociology, or another related field). Each team member must have basic skills as a trainer; experience is preferred. All members of the team must represent organizations that are directly or indirectly responsible for assisting offenders in one or more of the following areas: job skills training and job and career counseling, placement, advancement, and retention.

The primary sponsoring agency (public corrections organization) must be a federal, state, or local correctional agency that provides job training or placement services to offenders directly or indirectly. This agency is responsible for the submission of all information requested for training consideration to NIC.

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



Description

The 148-hour Offender Workforce Development Specialist (OWDS) training program consists of three blocks of 4½ days (or 36 hours) each, for a total of 108 hours of classroom instruction and an additional 40 hours of practicum and homework assignments. The three blocks of training are approximately 30 days apart, which allows participants to return to work and take care of critical job responsibilities while completing practicum and reading assignments. A thorough discussion must take place between trainees and their administrators on balancing workload and training requirements.

This train-the-trainer program is designed for five-person teams, in which each OWDS is instructed in 11 competencies and also trained to train other offender employment service providers located in their jurisdictions upon completion of the 3-week series. The curriculum for use by OWDS to provide training to other service providers will increase their basic skill levels in the areas of workforce development and career facilitation. Each module in this curriculum is designed to stand alone for maximum flexibility. Trainees will be provided with instructor materials, including videotapes for use in training others at the state, regional, and local level.

The selection of teams is based largely on a review of the team's application, the application of each individual, the requested proposal, and supplemental information. The diversity of a team will also be taken into consideration.

Course objectives include:

- Assessing the current skills of participants related to workforce development and career facilitation and determining areas that need improvement.
- Enhancing existing skills and developing skills related to workforce development and career facilitation.
- Preparing a team action plan for conducting OWDS training in their local and state jurisdictions for practitioners who provide employment services to offenders.
- Preparing participants to train other practitioners who provide employment services to offenders.

The OWDS training meets all 11 competency requirements for certification as a career development facilitator (CDF) through the National Career Development Association and the Center for Credentialing and Education, which is affiliated with the National Board for Certified Counselors. These competencies include: facilitation skills; career theory; ethics, scope of practice, and consultation; instruction and group facilitation; diverse populations; assessment; risk factors; interventions and action plans; career



information and technology; job seeking and employability; and program design and implementation. Each trainee is strongly urged to apply for certification or provisional certification as a CDF. This training also leads to both undergraduate and graduate credit for qualified applicants and continuing education units (CEUs).

Application Requirements

The standard application process NIC uses for other training opportunities has been altered because this program is provided under contract to the National Career Development Association (NCDA). Contact NCDA to receive a packet of information that includes the “Administrative Guide for Offender Workforce Development Specialist Training” and special application forms.

Contact

National Career Development Association, 10820 East 45th Street, Suite 210, Tulsa, OK 74146; telephone: 866-367-6232 or 918-663-7060; e-mail address: dpenn@ncda.org.

DISTANCE LEARNING TRAINING

Offender Job Retention

DISTANCE LEARNING*

Site Coordinator/Facilitator

Training Dates: June 5–6, 2002

Training Program Dates:

Oct. 7–12, 2002

Program: 02–S9006

Applications Due: May 6, 2002

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

Who Should Attend

A three-person team from each site consisting of a person knowledgeable about offender employment, a facilitator/trainer, and a person with the technical knowledge and skills to use the satellite or Internet format. Team members could come from jails, prisons, or community corrections and colleges, private/nonprofit organizations, departments of labor (one-stop shops), departments of vocational rehabilitation, or related agencies.

Description

This 8-hour site coordinator/facilitator training session deals with the off-air activities and facilitator skills and knowledge needed to coordinate the 32-hour advanced-level course offering offender employment specialists the skills, strategies, and resources to address significant job retention issues and increase offenders’ employment success.

Application Requirements

Agencies interested in hosting this distance learning training must submit Form D (page 121). See “Distance Learning Training” (page 97) for additional information.



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

Contacts

Program content: Melissa Houston, telephone: 512-453-2020; e-mail: mhouston@concentric.net and John Moore, Office of Correctional Job Training and Placement, toll-free telephone: 800-995-6423, ext. 44278; e-mail: jmoore@bop.gov.

Distance learning technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.

Women Offenders

TRAINING PROGRAMS

Women Offenders: Critical Policy Issues

Who Should Attend

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

Description

This 30-hour program explores critical issues in managing women offenders across the criminal justice system. Key topics include profiles of women offenders and trends in female criminality, effective responses to substance-abusing women offenders, policy issues regarding sentencing women, principles related to responding to gender differences, promising practices with women offenders, the impact of broader public policies on women offenders (e.g., welfare and child custody); and partnerships with the community.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 121) and demonstrate both the commitment and a concrete plan for recruiting policy-level participants from agencies across the criminal justice

See also . . .

- Improving Community Responses to Women Offenders (page 74).
- Operational Practice in Women's Prisons (page 60).
- Prison Health Care: Women Offenders (page 64).

PARTNERSHIP SITES *

Dates: TBD (spring 2002)

Program: 02-I502

Applications Due: Jan. 18, 2002

Dates: TBD (late summer 2002)

Program: 02-I503

Applications Due: Apr. 5, 2002

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



system. Host agencies will be encouraged to work with NIC to tailor the curriculums to specific regional or state interests. See “Partnership Programs” (page 117) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this program.

Contact

Mary Whitaker, NIC Special Projects Division; toll-free telephone: 800-995-6423, ext. 40378; e-mail: mwhitaker@bop.gov.

Women Offenders: Developing an Agencywide Approach

NIC TRAINING CENTER LONGMONT, CO

Dates: July 7–12, 2002

Program: 02-I501

Applications Due: Apr. 8, 2002

Who Should Attend

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

Description

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

Application Requirements

Each team member must complete Form A (page 121); only one supplementary statement for the team is required. The statement must describe a critical issue facing the agency in the management of women offenders, the role of each team member in implementing a systemic plan for working with women offenders, and the team's commitment to meet with senior management to review the plan developed. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.



Contact

Mary Whitaker, NIC Special Projects Division; toll-free telephone: 800-995-6423, ext. 40378; e-mail: mwhitaker@bop.gov.

PUBLICATIONS

Documents available from NIC on women offenders include:

- *Classification of Women Offenders in State Correctional Facilities.*
- *Directory of Community-Based Programs for Women.*
- *Women in Jail: Classification Issues.*
- *Women in Jail: Facility Planning Issues.*
- *Women in Jail: Legal Issues.*

To request copies of documents, see “Information Services” (page 81).

WEB PAGE

NIC maintains a Web page on women offender issues at its Web site: www.nicic.org (click Services, Special Focus Topics, and Women Offender Issues). In this location you will find information on training and technical assistance regarding the management of women offenders for all components of corrections; publications; information and policy development projects; and links to related Web sites on women, children, and families in the criminal justice system. The Mother-Child Community Corrections Project page features an interactive database and national directory on community corrections supervision strategies for women offenders.

The background features a light gray grid pattern. Overlaid on this grid are several squares of varying sizes and shades of gray. Some squares are solid, while others are outlined. The squares are arranged in a way that they appear to be floating or layered over the grid. The title text is positioned in the upper left quadrant of the page.

Jails: Programs and Services

Jails: Programs and Services

Jail Administration

Training Programs

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

Technical Assistance

Small Jails: State-Based Assistance

Publications

Inmate Supervision and Management

Training Programs

- Effective Inmate Supervision
- Orientation to Direct-Supervision Jails
- How to Run a Direct-Supervision Housing Unit: Training for Trainers

Technical Assistance

Publications

Videotape

Inmate Classification in Jails

Training Program

- Orientation to Objective Classification

Technical Assistance

Publications

New Jail Planning

Training Programs

- Planning of New Institutions
- Managing Jail Design and Construction

Technical Assistance

- Community Meetings
- Transition Assistance
- General Technical Assistance

Publications

Educating Local Officials and the Community

Training Program

- The Jail as a Part of County Government

Technical Assistance

Publications

Videotape

Jail Standards and Inspections

Training and Technical Assistance

Jail Mental Health Services

Training Programs

- Planning and Implementing Effective Mental Health Services in Large Jails
- Planning and Implementing Effective Mental Health Services in Small/Medium Jails

Videoconference

- Mentally Ill Inmates in Jails: Meeting the Challenge

Technical Assistance

Publications



Jail Administration

A wide variety of challenges are inherent in jail administration, and jail administrators need specific types of information and tools to effectively manage their operations. The NIC Jails Division provides training, technical assistance, and information on the administration of jail functions. Training is targeted for small and medium-sized jails, and technical assistance and information are available to all jails.

TRAINING PROGRAMS

Administering the Small Jail

Who Should Attend

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

Description

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

Application Requirements

Applicants must submit Form A (page 121). See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Contact

Dave Pacholl, Jails Division; toll-free telephone: 800-995-6429, ext. 166; e-mail: dpacholl@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: Feb. 3–8, 2002

Program: 02-J2802

Applications Due: Nov. 3, 2001

Dates: May 12–17, 2002

Program: 02-J2803

Applications Due: Feb. 9, 2002

Agencies interested in hosting a partnership program, videoconference, or distance learning training must submit Form B, C, or D (page 121).

Individuals interested in participating in a videoconference or distance learning training should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 121) and supplemental information requested in the course description.



Jail Administration

PARTNERSHIP SITES

Dates: TBD

Program: 02–J3600

Applications Due: Nov. 30, 2001

Dates: TBD

Program: 02–J3601

Applications Due: Nov. 30, 2001

Who Should Attend

Administrators of jails with 150 to 500 beds. The jail’s organizational structure should include at least one level of managerial staff between the jail administrator and shift supervisors.

Description

This 36-hour program teaches administrators the basic skills and competencies needed to effectively oversee and direct their jail operations. It focuses on such topics as risk management, jail standards, policies and procedures, inmate supervision and management, jail staffing, budget management, and operational assessments. During the program, the participants also examine their own leadership and motivation styles and their role external to the jail—with local government officials, other parts of the criminal justice system, and community residents.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 121). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See “Partnership Programs” (page 117) for more information.

Contact

Alan Richardson, Jails Division; toll-free telephone: 800–995–6429, ext. 143; e-mail: alrichardson@bop.gov.

Jail Resource Management

PARTNERSHIP SITES

Dates: TBD

Program: 02–J3200

Applications Due: Nov. 30, 2001

Dates: TBD

Program: 02–J3201

Applications Due: Nov. 30, 2001

Who Should Attend

Administrators of jails with fewer than 150 beds.

Description

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



Application Requirements

Agencies interested in hosting this program must submit Form B (page 121). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See “Partnership Programs” (page 117) for more information.

Contact

Dave Pacholl, Jails Division; toll-free telephone: 800-995-6429, ext. 166; e-mail: dpacholl@bop.gov.

TECHNICAL ASSISTANCE

Technical assistance is available on a wide range of jail administration topics to individual jails nationwide. It is also available to state agencies and organizations that work to improve the quality of jail administration or provide services to jails.

For more information and to apply for technical assistance, see “Technical Assistance” (page 85).

SMALL JAILS: STATE-BASED ASSISTANCE

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

Participants will attend the training programs at their own expense. NIC will provide the trainers and training materials. Training programs include Jail as Part of County Government and Administering the Small Jail. Up to three additional training programs designed specifically for small jails will be provided based on need. Topics may include jail liability, policy and procedure development, cost-effective staff training, resource management, and inmate supervision.

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



PUBLICATIONS

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

- *Developing/Revising Detention Facility Policies and Procedures.*
- *How to Collect and Analyze Data.*
- *Jail Design and Operations and the Constitution.*
- *Recruitment, Hiring, and Retention: Current Practices in U.S. Jails.*
- *Staffing Analysis Workbook* (second edition).
- *Staff-to-Inmate Ratios: Why It's So Hard to Get to the Bottom Line.*
- *Women in Jail: Legal Issues.*

During the latter part of fiscal year 2002, NIC will also have available a series of three documents on jail resource management.

To request copies of documents, see "Information Services" (page 81).

Inmate Supervision and Management

Supervising inmates and managing their behavior are two of the primary responsibilities of jails. Historically, however, jails have emphasized the physical containment of inmates over actively supervising them and managing their behavior. This has resulted in the problems commonly associated with jails, such as violence, vandalism, and unsanitary conditions. These problems create dangerous conditions for both staff and inmates and can be costly for taxpayers. To address this issue, the NIC Jails Division has developed training programs, technical assistance, and information on strategies for effectively supervising and managing inmates.

TRAINING PROGRAMS

Effective Inmate Supervision

Who Should Attend

A three-person team from jails with up to 500 beds, including the jail administrator, a shift supervisor, and a line staff member. The line staff



member must be directly responsible for the daily supervision of inmates in housing units.

Description

This 28-hour program familiarizes key jail staff with the elements and benefits of effective inmate supervision. The program teaches participants the key components in enhancing inmate supervision and the required changes in staff roles. Participants identify ways in which they can improve inmate supervision in their own jails, develop methods for measuring the effectiveness of their inmate supervision strategies, and create an implementation plan for enhancing inmate supervision.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 121). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See “Partnership Programs” (page 117) for more information.

Contact

Kris Keller, Jails Division; toll-free telephone: 800-995-6429, ext. 119; e-mail: kdkeller@bop.gov.

PARTNERSHIP SITES

Dates: TBD

Program: 02-J3401

Applications Due: Nov. 30, 2001

Dates: TBD

Program: 02-J3402

Applications Due: Nov. 30, 2001

Orientation to Direct-Supervision Jails

Who Should Attend

Two-person teams from jurisdictions that are planning to build a new jail and have not decided on the design and inmate management style or are building a direct-supervision jail and need more information to make decisions about design and operations. Each team member must be in a position to make policy decisions for the jail, such as sheriffs, directors of corrections, jail administrators, and county commissioners.

Description

This 28-hour program, conducted at a direct-supervision jail, enables local officials from jurisdictions planning new jails to study the direct-supervision approach to facility design and inmate management. It 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 project. It covers the history and principles of direct supervision, the differences between direct-supervision and other types of jails, inmates in direct-supervision jails, changing line and supervisory staff roles, and the role of the jail administrator.

SITE TO BE DETERMINED

Dates: June 17–21, 2002

Program: 02-J2201

Applications Due: Mar. 15, 2002



Application Requirements

Applicants must submit Form A (page 121). See “NIC-Paid Training Beyond Longmont, Colorado” (page 113) for more information.

Contact

Kris Keller, Jails Division; toll-free telephone: 800-995-6429, ext. 119;
e-mail: kdkeller@bop.gov.

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

NIC TRAINING CENTER LONGMONT, CO

Dates: July 28–Aug. 9, 2002

Program: 02–J2202

Applications Due: Apr. 29, 2002

Who Should Attend

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

Description

This 80-hour program teaches participants the skills to deliver the How to Run a Direct-Supervision Housing Unit curriculum to line staff. Participants experience the housing unit curriculum as trainees, are trained in curriculum materials and delivery methods, and present the curriculum to demonstrate proficiency. They are given all the materials needed to provide specialized training to line staff in working face-to-face with inmates in a direct-supervision setting.

Application Requirements

Applicants must attach a letter to Form A (page 121) that gives the opening date for the new jail and indicates that the agency agrees to deliver the 32-hour housing unit curriculum at least once during the coming year. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Contact

Kris Keller, Jails Division; toll-free telephone: 800-995-6429, ext. 119;
e-mail: kdkeller@bop.gov.



TECHNICAL ASSISTANCE

NIC can help jails assess how effectively they supervise inmates and develop strategies to enhance inmate supervision in their jails.

For more information and to apply for technical assistance, see “Technical Assistance” (page 85).

PUBLICATIONS

NIC has available various documents on podular direct supervision, including:

- *Audits of Podular Direct-Supervision Jails.*
- *Podular Direct-Supervision Directory.*
- *Podular Direct-Supervision Jails Information Packet.*

To request documents, see “Information Services” (page 81).

VIDEOTAPE

A videotape, “Jails in America: A Report on Podular Direct Supervision,” is also available.

To request the videotape, see “Information Services” (page 81).

Inmate Classification in Jails

An effective inmate classification system is essential to safety and security in a jail because it is a critical element of inmate supervision and management. It is also important to overall jail management; a well-structured and well-documented classification system can reduce jail liability and provide information on resource allocation and needs, including those related to staffing, equipment, and jail space. An effective inmate classification system also provides accurate information on the types of inmates in the jail at any given time—information essential to addressing jail crowding and inmate population management issues. The NIC Jails Division provides technical assistance, training, and information services related to effective inmate classification.



TRAINING PROGRAM

Orientation to Objective Classification

NIC TRAINING CENTER LONGMONT, CO

Dates: Nov. 5–9, 2001

Program: 02–J2301

Applications Due: Aug. 6, 2001

Dates: June 3–7, 2002

Program: 02–J2302

Applications Due: Mar. 4, 2002

Who Should Attend

Two-person teams consisting of 1) the sheriff, director of corrections, or jail administrator and 2) the classification supervisor or person who will lead the development of the classification system.

Description

This 32-hour program teaches participants the information and skills necessary to develop an objective classification system for jail inmates. It covers the principles, key components, and benefits of objective classification; objective classification criteria; steps in the inmate classification process and the related forms; staffing requirements; jail housing plan development based on classification information; and the steps in system development, implementation, and review.

Application Requirements

Applicants must submit Form A (page 121). See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Contact

Jim Barbee, Jails Division; toll-free telephone: 800–995–6429, ext. 138; e-mail: jbarbee@bop.gov.

TECHNICAL ASSISTANCE

Technical assistance is available to all jails to help them assess their current inmate classification strategies and to make recommendations for improvement where necessary.

Followup technical assistance is also available to jails that have attended the Orientation to Objective Classification training program. Jails that are developing an objective classification system may request assistance to assess their progress and resolve difficulties. Jails that have fully implemented an objective classification system may request assistance to assess the effectiveness of that system on overall jail management.

For more information and to apply for technical assistance, see “Technical Assistance” (page 85).



PUBLICATIONS

Documents available from NIC on inmate classification in jails include:

- *Objective Jail Classification Systems: A Guide for Jail Administrators.*
- *Women in Jail: Classification Issues.*

To request copies of documents, see “Information Services” (page 81).

New Jail Planning

Local jurisdictions face a wide variety of challenges when deciding whether to build a new jail. If they make a decision to build, they face further challenges in the planning, construction, and operation of a new jail. The NIC Jails Division provides training, technical assistance, and information to help local officials understand how to plan for a new jail and provides services during various phases of the planning process—from making the decision to build to designing, building, and occupying the new facility.

TRAINING PROGRAMS

Planning of New Institutions

Who Should Attend

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

Description

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

Costs and Logistics

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

NIC TRAINING CENTER LONGMONT, CO

Dates: Apr. 8–12, 2002

Program: 02–J2101

Applications Due: Jan. 7, 2002

Dates: Aug. 26–30, 2002

Program: 02–J2102

Applications Due: May 27, 2002



Application Requirements

Applicants must submit Form A (page 121). See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Contact

Richard Geaither, Jails Division; toll-free telephone: 800–995–6429, ext. 139; e-mail: rgeaither@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: Apr. 15–19, 2002

Program: 02–J2104

Applications Due: Jan. 14, 2002

Dates: Jul. 15–19, 2002

Program: 02–J2105

Applications Due: Apr. 5, 2002

Managing Jail Design and Construction

Who Should Attend

Two-person teams from jurisdictions in the early planning or design phase of a jail construction project consisting of 1) the sheriff, director of corrections, or jail administrator and 2) the person responsible for monitoring the construction project. Those planning multijurisdictional facilities should consult with the NIC Jails Division about team composition.

Description

This 36-hour program teaches participants to assess how well schematic design plans are translated into design development drawings and eventually into contract documents. They learn to read and interpret facility planning documents, specifications, and schedules and learn how and why changes occur during construction and how to manage them.

Application Requirements

Applicants must submit Form A (page 121). See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Contact

David Pacholl, Jails Division; toll-free telephone: 800–995–6429, ext. 166; e-mail: dpacholl@bop.gov.

TECHNICAL ASSISTANCE

Technical assistance is available to support new jail planning.

Community Meetings

Jurisdictions considering renovating an existing jail or constructing a new one can apply for assistance to assess their local criminal justice needs. NIC will conduct a community meeting for the jurisdictions’ key criminal



justice decisionmakers to discuss the role incarceration plays in the local criminal justice system, begin to develop consensus on local criminal justice goals, and provide training on selected topics.

Transition Assistance

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

- When the jurisdiction has broken ground for the new jail, a technical resource provider can work on site to help local officials understand the major components of transition and develop criteria for selecting transition team members and an action plan for the transition process.
- When the jurisdiction is within 10 to 18 months of opening the new jail, technical resource providers can train the transition team on the function of the jail's mission statement; development of operational scenarios, policies, procedures, and post orders; move logistics; staff training issues; and budgeting for transition.

If a jurisdiction is within 10 months of opening its new jail, assistance can still be provided but is limited in scope because of time constraints. A technical resource provider helps local officials identify the critical tasks required to open the facility and develop an action plan to complete those tasks.

General Technical Assistance

Technical assistance is available on other issues related planning.

To apply for technical assistance, see the instructions on page 85.

PUBLICATIONS

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

- *How to Open a New Institution Resource Guide.*
- *Jail Design Guide.*
- *Jail Design and Operations and the Constitution.*
- *Transition Manual for New Correctional Facilities.*
- *Women in Jail: Facility Planning Issues.*

To request documents, see "Information Services" (page 81).



Educating Local Officials and the Community

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

TRAINING PROGRAM

The Jail as a Part of County Government

PARTNERSHIP SITES

Dates: TBD

Program: 02-J3300

Applications Due: Nov. 30, 2001

Dates: TBD

Program: 02-J3301

Applications Due: Nov. 30, 2001

Who Should Attend

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

Description

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

Application Requirements

Agencies interested in hosting this program must submit Form B (page 121). The program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 117) for more information.

Contact

Dave Pacholl, Jails Division; toll-free telephone: 800-995-6429, ext. 166; e-mail: dpacholl@bop.gov.



TECHNICAL ASSISTANCE

Local jurisdictions may request technical assistance to address specific problems or to design and implement approaches to improving the working relationships between those who operate the jail and local officials. To apply for technical assistance, see “Technical Assistance” (page 85).

PUBLICATIONS

A document designed specifically to answer questions jail funding officials may have about jail liability, jail operations, and jail resource needs will be available during the latter half of fiscal year 2002.

To request copies of documents, see “Information Services” (page 81).

VIDEOTAPE

A videotape developed to assist jail staff in educating the community about jails will be available during the latter half of fiscal year 2002. The videotape will highlight the role of the jail in local criminal justice, basic jail functions, the complexity of jail operations, and challenges faced by jails.

Watch for the announcement of the videotape on the NIC Web site: www.nicic.org.

Jail Standards and Inspections

TRAINING AND TECHNICAL ASSISTANCE

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



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

To apply for technical assistance, see "Technical Assistance" (page 85).

Contact

Alan Richardson, Jails Division; toll-free telephone: 800-995-6429, ext. 143; e-mail: alrichardson@bop.gov.

Jail Mental Health Services

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

TRAINING PROGRAMS

Planning and Implementing Effective Mental Health Services in Large Jails

NIC TRAINING CENTER LONGMONT, CO

Dates: Mar. 12-14, 2002

Program: 02-J2801

Applications Due: Dec. 10, 2001

Who Should Attend

The jail administrator, the director of the jail's mental health service provider, and the person who coordinates mental health services for inmates for jails with more than 750 inmates.

Description

This 28-hour program focuses on the coordination and enhancement of mental health services for inmates in large jails, with an emphasis on analyzing inmates' needs for services. It covers problem identification and analysis, building effective working relationships, mental health resources, and collaborative problem solving.

Application Requirements

Applicants must submit Form A (page 121). See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.



Contact

Fran Zandi, Jails Division; toll-free telephone: 800-995-6429, ext. 155;
e-mail: fzandi@bop.gov.

Planning and Implementing Effective Mental Health Services in Small/Medium Jails

Who Should Attend

Three-person teams consisting of 1) the jail administrator, 2) the director of the jail's mental health service provider, and 3) the person who coordinates mental health services for inmates from jurisdictions with jail populations of fewer than 750 inmates.

Description

This 24-hour program focuses on building a collaborative relationship between the jail and the mental health services provider to develop services for mentally ill inmates. Participants learn how to define the nature of their collaborative efforts and how to jointly plan for, coordinate, and deliver these services.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 121). The program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 117) for more information.

Contact

Fran Zandi, Jails Division; toll-free telephone: 800-995-6429, ext. 155;
e-mail: fzandi@bop.gov.

PARTNERSHIP SITES

Dates: TBD

Program: 02-J3701

Applications Due: Nov. 30, 2001

Dates: TBD

Program: 02-J3702

Applications Due: Nov. 30, 2001

VIDEOCONFERENCE

Mentally Ill Inmates in Jails: Meeting the Challenge

Who Should Attend

Jail administrators, county commissioners, judges, sheriffs, law enforcement officers, prosecutors, defense attorneys, probation officers, and correctional officers.

VIDEOCONFERENCE*

Date: Apr. 17, 2002

Program: 02-S9003

Applications Due: Apr. 10, 2002

*Visit www.nicic.org for sites.



See also . . .

- Managing the Mentally Ill Offenders in the Community During an Era of Managed Health Care (page 75).

Description

This 3-hour videoconference addresses many issues faced by jails that must deal with the increasing proportion of inmates with mental illness. Topics include identifying and stabilizing mentally ill inmates, classification and housing, stretching limited financial resources, diversionary programs, building community relationships, cooperation within the criminal justice system, mental health courts, and continuity of care.

Application Requirements

Agencies interested in hosting this videoconference must submit Form C (page 121). Registration can also be completed online at NIC's Web site (www.nicic.org). See "Videoconferences" (page 91) for additional information.

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

Contacts

Program content: Fran Zandi, Jails Division; toll-free telephone: 800-995-6429, ext. 155; e-mail: fzandi@bop.gov.

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.

TECHNICAL ASSISTANCE

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

To apply for technical assistance, see "Technical Assistance" (page 85).

PUBLICATIONS

NIC has a variety of documents available that address the mentally ill in jail. They include:

- *Jail Diversion for the Mentally Ill: Breaking Through the Barriers.*
- *National Study of Jail Suicides: Seven Years Later.*
- *Proceedings of a National Forum on Creating Jail Mental Health Services for Tomorrow's Health Care Systems.*



- *Training Curriculum on Suicide Detection and Prevention in Jails and Lockups.*

To request copies of documents, see “Information Services” (page 81).

In addition, a quarterly newsletter on jail mental health issues and suicide prevention, *Jail Suicide/Mental Health Update*, is available.

To request copies of *Jail Suicide/Mental Health Update*, contact:

Lindsay Hayes
Project Director
National Center on Institutions and
Alternatives
40 Lantern Lane
Mansfield, MA 02048
508-337-8806
Fax: 508-337-3083

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Prisons: Programs and Services

Prisons: Programs and Services

Leadership and Management

Training Programs

- Executive Leadership Training for Women
- Executive Training for Deputy Directors
- Executive Training for Experienced Wardens
- Executive Training for New Wardens
- Supervisory Leadership for Women

Objective Classification

Training Program

- Comprehensive Objective Prison Classification Systems

Technical Assistance

Publications

Web Page

Institutional Culture

Technical Assistance

- Institutional Culture

Training Program

- Training the Trainers: Assessment of Institutional Culture

Prison Management and Operations

Training Programs

- Conducting Prison Security Audits
- Management of Violent, High-Risk, and Supermax Inmates
- Managing Prison Security Systems
- Monitoring Private Service Contracts in Prisons
- Operational Practice in Women's Prisons
- Training for Victim Service Coordinators
- Training on Private Prison RFPs and Contracts

Videoconference

- Recruitment and Retention of the Prison's Workforce

Cooperative Agreements

- Emergency Preparedness Assessments
- Managing Prisons During Natural and Environmental Disasters

Correctional Health Care

Training Programs

- Prison Health Care: Women Offenders
- Utilizing Technology in Correctional Health Care

Videoconference

- Best Practices for Offenders With Mental Health Needs



Leadership and Management

TRAINING PROGRAMS

Executive Leadership Training for Women

Who Should Attend

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

Description

This 36-hour program and the followup component enhance the ability of participants to achieve and function effectively in executive-level positions in corrections organizations. It focuses on the leadership skills necessary for organizational success, methods of overcoming barriers to advancement, personal growth critical to leadership, and career development. This training has been updated to include the most current thinking in successful leadership education programs.

Application Requirements

Applicants must attach to Form A (page 121) a résumé describing the responsibilities of their current position and two most recently held positions and a statement of how this program will benefit them and their agency. See “NIC-Paid Training Beyond Longmont, Colorado” (page 113) for more information.

SITE TO BE DETERMINED*

Dates: TBD

Program: 02-P3301

Applications Due: Dec. 14, 2001

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

Agencies interested in hosting a partnership program, videoconference, or distance learning training must submit Form B, C, or D (page 121).

Individuals interested in participating in a partnership program, videoconference, or distance learning training should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions.

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 121) and supplemental information requested in the program description.



Executive Training for Deputy Directors

COLORADO SPRINGS, CO

Dates: Oct. 22–26, 2001

Program: 02–P801

Applications Due: July 22, 2001

Who Should Attend

Deputy directors and, in some cases, regional or division directors of state departments of corrections who have direct supervisory responsibility for state prison wardens and the operation of the state's prisons. Note: This program is intended for the operational deputy or division director, not for deputies who manage other areas of the department. Only one applicant from each state will be selected.

Description

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

Application Requirements

Applicants must submit Form A (page 121). See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

Executive Training for Experienced Wardens

SITE TO BE DETERMINED*

Dates: June 3–7, 2002

Program: 02–P3501

Applications Due: Mar. 5, 2002

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

Who Should Attend

Wardens of state prisons who have been in their current position for 2 years or more.

Description

This new 36-hour program addresses some of the more complex leadership issues that contemporary wardens must address. Sessions include institutional culture, effectively managing the "new workforce," coaching and mentoring the corrections workforce, working with constituent groups, and changing inmate populations.

Application Requirements

Applicants must attach to Form A (page 121) a current resume that includes past training and a statement describing when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their agencies. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.



Executive Training for New Wardens

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach to Form A (page 121) a current résumé that includes past training and a statement describing when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their agencies. See “NIC-Paid Training Beyond Longmont, Colorado” (page 113) for more information.

SITE TO BE DETERMINED*

Dates: Feb. 4–8, 2002

Program: 02–P2501

Applications Due: Nov. 6, 2001

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

Supervisory Leadership for Women

Who Should Attend

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

Description

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

Application Requirements

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

SITE TO BE DETERMINED*

Dates: Apr. 22–26, 2002

Program: 02–P3302

Applications Due: Jan. 21, 2002

Dates: June 24–28, 2002

Program: 02–P3303

Applications Due: Mar. 25, 2002

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



Hunter, Chief of the Prisons Division, stating the agreement of at least two state systems to host the training. The letter may be sent by one participating agency with the signatures of both chief executives or separate letters may be sent by each agency. Letters must include the benefits that the agencies believe they would receive by hosting the program. Possible site recommendations must meet the criteria of federal government per diem rates and be included in the applications. Participants will be selected from the host agencies. See “NIC-Paid Training Beyond Longmont, Colorado” (page 113) for more information.

Objective Classification

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

TRAINING PROGRAM

Comprehensive Objective Prison Classification Systems

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: Nov. 4–9, 2001
Program: 02–P701
Applications Due: Aug. 6, 2001

Dates: Feb. 24–Mar. 1, 2002
Program: 02–P702
Applications Due: Nov. 26, 2001

Who Should Attend

Three- or four-person teams from state corrections systems that include the director of classification and other administrators who can influence policy for the agency, such as deputy directors or directors of research and planning.

Description

This 36-hour training program focuses on comprehensive objective prison classification, including the development of both external and internal classification procedures. It covers validation of risk assessment instruments, intake assessment and case management, classification of women and youthful offenders, and institutional security and information systems.



Application Requirements

Each team member must complete Form A (page 121); only one supplementary statement for the team is required. The statement must describe the position and role of each team member in the classification process, the classification issues the agency wants to address, and the status of the agency's work in developing a comprehensive classification system. Applicants will be sent a questionnaire to complete. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

TECHNICAL ASSISTANCE

Technical assistance will be provided to at least three additional state correctional systems to assess, validate, and improve objective prison classification systems. During the past 3 years, intensive assistance has been or is currently being provided through cooperative agreements to 20 correctional agencies to validate or revalidate their systems, to 8 states to develop and implement internal classification systems, and to 7 states to develop classification instruments and procedures that are valid and appropriate for women offenders. In addition, short-term technical assistance has been provided to several correctional agencies.

To apply for technical assistance, see "Technical Assistance" (page 85).

PUBLICATIONS

Recent publications that describe NIC's technical assistance work with 25 correctional agencies are currently available, including:

- *Internal Prison Classification Systems: Case Studies in Their Development and Implementation.*
- *Proceedings of the Prison Classification Peer Training and Strategy Session, September 6–7, 2000.*
- *Revalidating External Prison Classification Systems: The Experience of Ten States.*

The following publications are under development and will be available by mid-2002:

- *Guidelines for Classification of High-Risk and Special Management Prison Inmates.*
- *Guidelines for the Development of Comprehensive Prison Classification Systems.*



- *Guidelines for Intake Assessment and Case Management in Prison Classification.*
- Bulletins for correctional administrators on prison classification.

To request copies of documents, see “Information Services” (page 81).

WEB PAGE

A Web page has been developed to provide a resource on classification in prisons. This information can be reached at www.nicic.org; go to Services, Special Focus Topics, and Classification.

Contact

Sammie Brown, Prisons Division; toll-free telephone: 800–995–6423, ext. 40058 or 202–514–0058; e-mail: sbrown@bop.gov.

Institutional Culture

This initiative focuses on the major driving influences in developing a positive culture within correctional institutions. It combines the Prisons Division’s work over the past few years in the primary areas of institution mission change, workforce sexual misconduct, and organizational development. Work is nearly completed on the NIC Protocol on Assessment of Institutional Culture, which will provide assessment tools and strategies for addressing institutional culture.

TECHNICAL ASSISTANCE

Institutional Culture

Description

Six to eight state prisons or correctional systems will be selected to receive intensive technical assistance to assess and improve their institutional culture. Some sites will involve mission change dynamics; other sites may involve workforce, management, or operational issues. In all selected sites, an assessment will be conducted and short- and long-term strategies identified to improve the culture within the prison. Selected sites may participate in a variety of strategies, including guidance by a change agent, strategic planning, staff training, team building, and communication enhancements.



Application Information

An invitation to submit applications for selection to receive technical assistance on institutional culture will be sent to corrections directors in early 2002. The department of corrections and NIC project team will determine appropriate participants in the project.

Contacts

Andie Moss, Prisons Division; toll-free telephone: 800-995-6423, ext. 30485; e-mail: amoss@bop.gov.

Susan Hunter, Prisons Division; toll-free telephone: 800-995-6423, ext. 40098; e-mail: shunter@bop.gov.

TRAINING PROGRAM

Training the Trainers: Assessment of Institutional Culture

Who Should Attend

Individuals who have an interest in implementing the NIC Protocol on Assessment of Institutional Culture and a minimum of 10 years of experience in correctional management and practice; or work experience in administering assessment instruments or as a change agent in issues of organizational culture; or an interest in researching institutional culture.

Applicants will be trained to participate on an NIC team that responds to requests for NIC Intensive Technical Assistance for Institutional Culture at selected sites throughout the nation. Individuals with state, local, and federal agencies may apply. Additionally, consideration will be given to applicants from research settings or individuals focusing on the culture of organizations.

Description

This 24-hour program trains individuals to participate as members and consultants of an assessment team or as change agents using the newly developed NIC Protocol on the Assessment of Institutional Culture. Participants learn the background and methodology used to develop the protocol, the step-by-step process of using the protocol to administer a selected assessment instrument, the appropriate use of focus groups, the presite work, and the report writing involved in a full assessment. A discussion of strategies to address the recommendations resulting from the assessment will be an important component of the training for change

SITE TO BE DETERMINED*

Dates: Apr. 8-12, 2002

Program: 02-P2401

Applications Due: Jan. 7, 2002

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



agents, who will provide guidance during the intensive assistance following the assessment.

Application Requirements

Each applicant must include with Form A (page 121) a letter of recommendation from two individuals who are familiar with their work and who are senior managers within a correctional agency. See “NIC-Paid Training Beyond Longmont, Colorado” (page 113) for more information.

Prison Management and Operations

TRAINING PROGRAMS

Conducting Prison Security Audits

SITES TO BE DETERMINED*

Dates: Dec. 3–7, 2001

Program: 02–P3201

Applications Due: Sept. 4, 2001

Dates: Apr. 15–19, 2002

Program: 02–P3202

Applications Due: Jan. 15, 2002

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

Who Should Attend

Persons responsible for the security operations of a state prison system or prison. Priority will be given to three-person teams designated by the director in writing as members of the department of corrections’ audit team.

Description

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

Application Requirements

Applicants must attach a statement to Form A (page 121) describing their correctional experience, their current assignment and responsibilities related to security, and the security level and size of their facility. See “NIC-Paid Training Beyond Longmont, Colorado” (page 113) for more information.



Management of Violent, High-Risk, and Supermax Inmates

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach a statement to Form A (page 121) describing their current responsibilities related to the treatment or management of violent, high-risk, and supermax inmates and their experience, skills, and training related to treatment and management of these inmates. See "NIC-Paid Training Beyond Longmont, Colorado" (page 113) for more information.

COLORADO SPRINGS, CO

Dates: July 8–12, 2002

Program: 02–P3601

Applications Due: Apr. 8, 2002

Managing Prison Security Systems

Who Should Attend

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

Description

This 36-hour training program focuses on the need to address institutional security as a "seamless" system with integration of all component parts. It covers physical plant security, information systems, classification, and staffing analysis and emphasizes internal auditing and monitoring.

Application Requirements

Agencies interested in hosting this program must submit Form B (page 121). Those agencies proposing to include neighboring corrections jurisdictions

PARTNERSHIP SITES *

Dates: Nov. 5–9, 2001

Program: 02–P4201

Applications Due: Aug. 3, 2001

Dates: May 20–24, 2002

Program: 02–P4202

Applications Due: Feb. 15, 2002

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



will be given priority unless sound justification is provided for including only their own staff. See “Partnership Programs” (page 117) for more information.

Individuals interested in participating in this program should periodically check the NIC Web site (www.nicic.org) for a list of sites and application instructions. Note that NIC does **not** pay any expenses related to attendance at this partnership program.

SITE TO BE DETERMINED*

Dates: Mar. 4–8, 2002

Program: 02–P1401

Applications Due: Dec. 3, 2001

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

Monitoring Private Service Contracts in Prisons

Who Should Attend

Two- or three-person teams that include a central office contract manager responsible for oversight of private service contracts and a contract monitor for the state department of corrections. A second contract monitor or another person who is critical to the contract monitoring process may be proposed as the third team member.

Description

This 36-hour training program focuses on monitoring private contracts for the delivery of correctional services. It explores the contractor’s role in the organization, the relationship between the monitor and the contractor, the monitoring protocol and process, and monitoring techniques in various speciality areas. Monitoring in multijurisdictional contract institutions, problem solving, legal issues, data gathering and analysis, and monitoring tools and reports also are covered.

Application Requirements

Each team member must complete Form A (page 121); only one supplementary statement for the team is required. The statement must describe each team member’s current job assignment and how it relates to contract monitoring. See “NIC-Paid Training Beyond Longmont, Colorado” (page 113) for more information.

NIC TRAINING CENTER LONGMONT, CO

Dates: July 22–26, 2002

Program: 02–P3101

Applications Due: Apr. 19, 2002

Operational Practice in Women’s Prisons

Who Should Attend

Regional directors, wardens, and supervisors in state women’s prisons or central office personnel with administrative responsibility for women’s prisons.

Description

This 36-hour program explores issues that are key to policy development and operational practice in the management of women’s prisons. It covers



legal issues, cross-gender supervision, design considerations, daily operations, and gender-responsive programming.

Application Requirements

Applicants must attach a statement to Form A (page 121) describing their current position and responsibilities and how long they have held the position; the name, location, security level, and size (staff and inmates) of their institution; and how they will benefit from this program. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

See also . . .

- Women Offenders: Critical Policy Issues (page 25).
- Women Offenders: Developing an Agencywide Approach (page 26).

Training for Victim Service Coordinators

Who Should Attend

Victim service coordinators or the person responsible for victim services in the state department of corrections. Only one applicant from a state will be selected.

Description

This 24-hour program provides an opportunity for those responsible for coordinating victim services to examine and discuss critical issues and receive training on promising practices and strategies for victim services in corrections.

Application Requirements

Applicants must attach a statement to Form A (page 121) describing when they were appointed victim services coordinator and their job responsibilities. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

NIC TRAINING CENTER LONGMONT, CO

Dates: Sept. 17–20, 2002

Program: 02–P3901

Applications Due: June 14, 2002

Training on Private Prison RFPs and Contracts

Who Should Attend

Four- to five-member teams that include the deputy director or other policy-level administrator, legal counsel, contract administrator, chief contract monitor, and budget analyst and/or procurement officer, if appropriate.

Description

This 36-hour training program focuses on the administration of private prison contracts and addresses policy development, development of requests for proposal (RFPs), contract negotiations, activation and implementation of contracts, and legal issues. Issues regarding contract modifications and performance measures also are addressed.

SITE TO BE DETERMINED*

Dates: Sept. 23–27, 2002

Program: 02–P1402

Applications Due: Jun. 24, 2002

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



Application Requirements

Applicants must submit Form A (page 121). See “NIC-Paid Training Beyond Longmont, Colorado” (page 113) for more information.

VIDEOCONFERENCE

Recruitment and Retention of the Prison’s Workforce

VIDEOCONFERENCE*

Date: June 19, 2002

Program: 02–S9005

Applications Due: June 12, 2002

*Visit www.nicic.org for sites.

Who Should Attend

Individuals who have an interest in or are responsible for recruiting and retaining correctional staff.

Description

This videoconference emphasizes innovative programs for attracting people into corrections professions and maintaining experienced staff. The videoconference follows up on the document developed as a result of focus groups held the preceding year regarding strategies for addressing human resources challenges faced by corrections. Discussions are applicable to prisons, jails, and community corrections agencies.

Application Requirements

Agencies wishing to host this videoconference must submit Form C (page 121). Registration can also be completed online at NIC’s Web site (www.nicic.org). See “Videoconferences” (page 91) for more information.

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

Contact

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800–995–6429, ext. 131; e-mail: ewolahan@bop.gov.

COOPERATIVE AGREEMENTS

The National Institute of Corrections awards cooperative agreements to fund the planning, development, and implementation of its strategic plan. Unlike grants and other types of funding, cooperative agreements require that NIC work closely with the awardees to achieve their stated goals. Announcements for cooperative agreements are posted in the *Federal Register* and on the NIC Web site: www.nicic.org.



Emergency Preparedness Assessments

Scope of Work

This project will produce a document for correctional systems to use in assessing their ability to maintain a safe and secure institutional environment in emergency situations.

Information will be gathered and compiled from correctional systems and persons who have participated in or contributed to the delivery of NIC's emergency preparedness training programs. An effort will also be made to provide any updates or enhancements to the assessment instrument used in that training. The document will help agencies increase the number of staff they can train to be proactive regarding emergencies.

Anticipated Funding

\$60,000

Date Request For Applications (RFA) Will Be Published in the Federal Register

November 2001

Contact

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

Check the *Federal Register*
(November 2001) for RFA.

Managing Prisons During Natural and Environmental Disasters

Scope of Work

This project will produce a document for correctional systems to assess their ability to maintain a safe and secure institutional environment during natural and environmental disasters. Information will be gathered and compiled from correctional systems and persons who have participated in or contributed to the delivery of the Managing Prisons During Natural and Environmental Disasters training program. The document will help correctional systems plan for emergency circumstances and build partnerships with other agencies. Correctional systems will be able to use the document as a guide for assessing their protocol in managing these disasters and in determining the adequacy of their resources.

Anticipated Funding

\$60,000

Check the *Federal Register*
(February 2002) for RFA.



Date Request For Applications (RFA) Will Be Published in the Federal Register

February 2002

Contact

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

Correctional Health Care

TRAINING PROGRAMS

Prison Health Care: Women Offenders

NIC TRAINING CENTER LONGMONT, CO

Dates: June 17-20, 2002

Program: 02-P601

Applications Due: Mar. 18, 2002

See also . . .

- Women Offenders: Critical Policy Issues (page 25).
- Women Offenders: Developing an Agencywide Approach (page 26).

Who Should Attend

Correctional administrators and health care practitioners who are responsible for women offenders.

Description

This training program addresses contemporary issues in correctional health care for women offenders. The program provides updated information and resources regarding correctional health care for women. It also includes staffing levels, confidentiality issues focusing on reported sexual misconduct to medical staff, overmedication, and legal and ethical issues.

Application Requirements

Applicants must attach a statement to Form A (page 121) describing their current job assignment and how it relates to women offenders and how this program will benefit them. See "NIC Training Center Programs in Longmont, Colorado" (page 107) for more information.

Utilizing Technology in Correctional Health Care

NIC TRAINING CENTER LONGMONT, CO

Dates: July 15-18, 2002

Program: 02-P602

Applications Due: Apr. 16, 2002

Who Should Attend

Health care administrators and managers, wardens, and other corrections staff who are responsible for technology utilization.



Description

This training program provides current information on emerging technologies in health care delivery, including electronic records, tracking and locator systems, telemedicine, and other technologies. Ethical and legal questions that must be answered to ensure consistency with constitutional or ethical standards will also be discussed.

Application Requirements

Applicants must attach a statement to Form A (page 121) describing their current job assignment and how it relates to correctional health care and how the program will benefit their corrections system. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

VIDEOCONFERENCE

Best Practices for Offenders With Mental Health Needs

Who Should Attend

Correctional administrators and managers at the state level, as well as mental health administrators, managers, and practitioners at state and local levels.

Description

This videoconference will share information regarding how state and local correctional agencies and mental health authorities in their jurisdictions are working together to ensure continuity of care and adequate mental health treatment for offenders who are mentally ill or have mental health problems.

Application Requirements

Agencies wishing to host a videoconference must submit Form C (page 121). Registration also can be completed online at NIC’s Web site (www.nicic.org). See “Videoconferences” (page 91) for additional information.

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

Contact

Videoconference technology: Ed Wolahan, Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.

VIDEOCONFERENCE*

Date: Aug. 28, 2002

Program: 02-S9008

Applications Due: Aug. 21, 2002

*Visit www.nicic.org for sites.



Community Corrections: Programs and Services

Community Corrections: Programs and Services

Executive Orientation

Training Programs

Orientation for New Probation and Parole Chief Executive Officers

Orientation for Parole Board Members

Effective Offender Management

Training Program

Changing Offender Behavior: The Role of Administration

Cooperative Agreement

Implementing Effective Correctional Management of Offenders in the Community

Technical Assistance

Implementing Effective Correctional Management of Offenders in the Community

Improving Community Responses to Women Offenders

Videoconference

Managing the Mentally Ill Offender in the Community During an Era of Managed Health Care

Management and Operations

Technical Assistance

Managing Transition From Prison to the Community

Cooperative Agreement

Managing Transition From Prison to the Community

Information Sharing/Technical Assistance

Interstate Compact for Adult Offender Supervision



Executive Orientation

TRAINING PROGRAMS

Orientation for New Probation and Parole Chief Executive Officers

Who Should Attend

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

Description

This 40-hour program equips the new chief executive with long-term skills in the areas of budgets, personnel, planning, special interest groups, working with the media, and communications. The program uses a peer interaction process and promotes the development of network mentors and advisors among participants.

Application Requirements

Applicants must submit Form A (page 121). See “NIC-Paid Training Beyond Longmont, Colorado” (page 113) for more information.

Contact

Rick Faulkner, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40100; e-mail: rfaulkner@bop.gov.

**SAM HOUSTON STATE
UNIVERSITY
HUNTSVILLE, TX**

Dates: Mar. 31–Apr. 5, 2002

Program: 02–C4001

Applications Due: Jan. 15, 2002

Dates: Sept. 22–27, 2002

Program: 02–C4002

Applications Due: July 1, 2002



**NIC TRAINING CENTER
LONGMONT, CO**

Dates: June 10–14, 2002

Program: 02–C2101

Applications Due: Mar. 11, 2002

Orientation for Parole Board Members

Who Should Attend

Individuals with less than 1½ years in their appointed position. Parole board members and commissioners who exercise the full range of releasing authorities for sentenced offenders in their state or U.S. territory.

Description

This 36-hour program provides a national overview of paroling authorities and covers the philosophical and historical bases of parole. The policies, programs, and tools currently being used; the relationships of community supervision, parole release, and revocation decisionmaking; and the policymaking role of individual decisionmakers also are discussed.

Application Requirements

Applicants must complete Form A (page 121) and enter the effective date of their appointment to the board on the “Years in position” line. The application must be endorsed by the parole chair. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

Contact

Cranston Mitchell, Community Corrections Division; toll-free telephone: 800–995–6423, ext. 40117; e-mail: cjmitchell@bop.gov.

Effective Offender Management

TRAINING PROGRAM

Changing Offender Behavior: The Role of Administration

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: June 3–7, 2002

Program: 02–I001

Applications Due: Mar. 4, 2002

Who Should Attend

Chief probation or parole officers, state administrators of probation and parole, jail administrators, deputy-level directors, and others primarily charged with overseeing the development, implementation, and supervision of the jurisdiction’s community-based offender management process.



Agencies must be committed to the Principles of Effective Intervention Initiative (commonly referred to as “what works”) as reflected by supervision and intervention strategies based on social learning theory. Their focus on evidence-based correctional practices that promote prosocial behavior and reduced victimization should be reflected in their vision and mission statements, strategic and tactical plans, and standard operating procedures.

Description

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

Participants in this training will have a clearer sense of whether the intended outcomes projected for the offender population under their management are realistic. They will define the elements of an effective offender management process and integrate those elements in their jurisdiction with more precision and detail. Participants will select from tools that help achieve the performance outcomes expected of the offender population. They also will define the measures and measurements of performance to be tracked and evaluated by their organization.

Application Requirements

Applicants must attach a supplementary statement to Form A (page 121) that summarizes their agencies’ involvement with implementing the principles of effective intervention and any NIC training programs or technical assistance they have received related to these principles. See “NIC Training Center Programs in Longmont, Colorado” (page 107) for more information.

NOTE: This training program replaces Changing Offender Behavior to Promote Public Safety, which will be offered through the Academy’s regional volunteers, who conduct NIC-sponsored training throughout the nation (see “Regionalization,” page 16).

Contact

Nancy Shomaker, Academy Division; toll-free telephone: 800-995-6429, ext. 120; e-mail: nshomaker@bop.gov.



Check the *Federal Register*
(October 2001) for RFA.

COOPERATIVE AGREEMENT

The National Institute of Corrections awards cooperative agreements to fund the planning, development, and implementation of its strategic plan. Unlike grants and other types of funding, cooperative agreements require that NIC work closely with the awardees to achieve their stated goals. Announcements for cooperative agreements are posted in the *Federal Register* and on the NIC Web site: www.nicic.org.

Implementing Effective Correctional Management of Offenders in the Community

Scope of Work

Since the mid-1990s, NIC has promoted an awareness of what has become known internationally as “what works” in correctional practice. Based on social learning theory, correctional systems are encouraged to create effective case management of offenders using evidence-based correctional practices that promote prosocial behavior by offenders and reduce victimization.

NIC is seeking an organization (a cooperative agreement awardee) to work with the Institute to implement effective interventions in selected statewide community correctional systems over a 3-year period. The awardee must possess a working knowledge of applicable social learning theory, evidence-based research on effective interventions, and research on organizational change.

Working jointly with NIC, the awardee will help market the program to the 50 states, help assess the organizational readiness of applicant states, and recommend the limited number of statewide systems that can be assisted at one time given the available resources. Once the target jurisdictions have been selected, the awardee will help the state systems prepare a strategic organizational change plan for the implementation of effective correctional management of offenders in the community. The implementation strategy will include leadership identification, role definition, and competency development at various levels of the organizational structure.

The awardee will take the selected jurisdictions through the development and implementation of a process that assesses offenders using general and specialized dynamic classification tools, develops case management plans for each offender based on classification and case plan goals, sorts and assigns offenders to specifically designed correctional interventions making use of cognitive learning curriculums, and evaluates effectiveness on scales of indicators defined by the organizational or system leadership.

**Anticipated Funding**

\$400,000

**Date Request For Applications (RFA) Will Be Published
in the Federal Register**

October 2001

Contact

George Keiser, Community Corrections Division; toll-free telephone:
800-995-6423 or 202-307-3129, ext. 73129; e-mail: gkeiser@bop.gov.

TECHNICAL ASSISTANCE

Implementing Effective Correctional Management of Offenders in the Community

Who Should Apply

State agencies who oversee or are responsible for the direct management of offenders in the community under orders of the court or a releasing authority.

Description

This multiyear technical assistance project will be tailored to each state accepted into the process. A strategic organizational change plan will be developed for each state that reflects its vision for accomplishment, current state of development, resource pool, accepted organizational development principles, and the body of knowledge existing on effective correctional management of offenders. Each state's goal is to develop an approach that is likely to produce the desired outcomes.

An announcement with application instructions will be placed on the NIC Web site and distributed to those agencies with the responsibilities identified above early in calendar year 2002. Because of limited resources, NIC and its cooperative agreement partner will select states based on their commitment to the concept, readiness for change, ability to manage the change process, and the ability of NIC to bring any significant benefit to the state's effort.



Application Requirements

Applications to receive technical assistance must come from the chief executive officer of the state agency and the person who has the primary daily operational responsibility for the work (if they are not the same person). The application must be consistent with instructions to be published early in 2002. Additional materials reflecting organizational commitment to the process and other documentation will be described in the published announcement for assistance.

Contact

George Keiser, Community Corrections Division; toll-free telephone: 800-995-6423 or 202-307-3129, ext. 73129; e-mail: gkeiser@bop.gov.

Improving Community Responses to Women Offenders

See also . . .

- Women Offenders: Critical Policy Issues (page 25).
- Women Offenders: Developing an Agencywide Approach (page 26).

Who Should Apply

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

Description

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

These objectives will be accomplished by structuring decisions at the earliest points in the criminal justice process so that specific groups of defendants are directed to the most appropriate criminal justice and human service responses as a matter of deliberate public policy and consistent with their risk and needs. The program will also help participants assess current practices and design gender-responsive community supervision approaches for women defendants and sentenced offenders that accomplish the jurisdiction's public policy goals.

Application Requirements

Agencies with the sole or shared responsibility of managing women offenders placed in the community under orders of the court or a releasing authority may apply for limited, short-term technical assistance.

Individuals who have the authority to set policy and administer program components exclusively for or including women offenders are eligible to initiate the request for technical assistance.



To apply for technical assistance, see “Technical Assistance” (page 85).

Contact

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

VIDEOCONFERENCE

Managing the Mentally Ill Offender in the Community During an Era of Managed Health Care

Who Should Attend

Community corrections administrators, including agency directors, deputies, or supervisors of specialized mental health units; probation and parole field supervisors; residential and structured living program supervisors; day reporting center administrators; and jail administrators supervising offenders in the community.

The program is especially suited to mid- to large-sized communities with a complex process, more treatment providers, and more competition for limited services to indigent populations.

Description

This 3-hour videoconference equips community corrections administrators with a general understanding of managed behavioral health care, a planning process to ensure services for the mentally ill, and recommendations on how community corrections administrators can become active participants in securing behavioral health care services for offenders under their supervision.

Application Requirements

Agencies wishing to host this videoconference must submit Form C (page 121). Registration can also be completed online at NIC’s Web site (www.nicic.org). See “Videoconferences” (page 91) for additional information.

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

Contacts

Program content: Maureen Buell, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40121; e-mail: mbuell@bop.gov (scheduled to be on staff October 2001).

VIDEOCONFERENCE *

Date: July 17, 2002

Program: 02-S9007

Applications Due: July 10, 2002

*Visit www.nicic.org for sites.



Videoconference technology: Ed Wolahan, NIC Academy Division; toll-free telephone: 800-995-6429, ext. 131; e-mail: ewolahan@bop.gov.

Management and Operations

TECHNICAL ASSISTANCE

Managing Transition From Prison to the Community

Who Should Apply

This technical assistance project will require a coordinated effort between the department of corrections, the parole board, and the parole supervision agency to develop such a policy-driven approach. It will also require commitment by the three agencies to prepare offenders to return to their communities based on a model developed through a previous NIC initiative. The goals of the transition initiative are to promote public safety by reducing the threat of harm to persons and their property posed by released offenders and to increase the rate of successful offender transitions from prison by fostering effective risk management, offender accountability, targeted treatment interventions, and community and victim participation.

Description

The confinement of offenders, release decisionmaking, and parole supervision are often provided by separate agencies within a state, and there is generally a lack of coordination even when more than one function is housed within a single agency. Regardless of the organizational structure, it is in the public's best interest that offenders make a coordinated transition from the institution to the community. As a result of this initiative, up to five states and their agencies responsible for confinement, release decisionmaking, and parole supervision will develop a policy-driven, coordinated approach to transitioning offenders from prison back to the community.

Application Requirements

A cooperative agreement to select a service provider to work with the NIC Community Corrections Division on this project will be announced in November 2001. Once the cooperative agreement has been awarded, details of planned activities and application procedures for the technical



assistance project will be announced. All state departments of corrections, parole boards, and parole supervision agencies will be sent the application information.

COOPERATIVE AGREEMENT

The National Institute of Corrections awards cooperative agreements to fund the planning, development, and implementation of its strategic plan. Unlike grants and other types of funding, cooperative agreements require that NIC work closely with the awardees to achieve their stated goals. Announcements for cooperative agreements are posted in the *Federal Register* and on the NIC Web site: www.nicic.org.

Check the *Federal Register*
(November 2001) for RFA.

Managing Transition From Prison to the Community

Scope of Work

Based on a model created under a previous cooperative agreement, NIC will work with up to five jurisdictions and their agencies responsible for confinement, release decisionmaking, and parole supervision to develop a coordinated approach to transitioning offenders back to the community. This transition will progress through institutional programs, the parole decisionmaking process, the setting of release conditions, and supervision in the community, including responding to violations. The initial effort will be open to states in which at least two of the three functions (institutional custody, release decisionmaking, and community supervision) are within one organization. The primary goal is to better prepare offenders for success upon return to the community, and a secondary interest is system efficiency. Activities will include onsite technical assistance to each agency and to the group as a whole. The process will include assessment of current practices, identification of issues and values important to each component and agency, identification of possible strategies, and adoption of clear policies and procedures.

After the award is made, NIC staff and the service provider will announce technical assistance services to the states and screen and select the jurisdictions to receive it. NIC staff also will work with the service provider to deliver the onsite technical assistance needed in developing a transition process within each state.

Anticipated Funding

\$250,000



Date Request For Applications (RFA) Will Be Published in the Federal Register

November 2001

Contact

Cranston J. Mitchell, Community Corrections Division; toll-free telephone: 800-995-6423 or 202-307-3106, ext. 40117; e-mail: cjmittell@bop.gov.

INFORMATION SHARING/TECHNICAL ASSISTANCE

Interstate Compact for Adult Offender Supervision

Visit www.nicic.org and click:

- Services.
- Special Focus Topics.
- The Interstate Compact for Probation and Parole.

Description

This initiative is intended to help states more effectively manage the movement and supervision of adult parolees and probationers who cross state lines. Thirty-five jurisdictions must pass an amended interstate compact for the initiative to take effect. During the fiscal year (FY) 2000 legislative sessions, it became law in nine states. Many of the remaining states are expected to act during FY 2001. Although outcomes of the FY 2001 legislative sessions will determine the precise nature of FY 2002 activities, efforts will expand from sharing information to beginning implementation. Necessary assistance will include continued support to states that have yet to pass the amended compact, strategic transition planning and preparation for those who have passed it, help in developing an automated information system, holding steering group meetings, and convening the Interstate Commission for Adult Offender Supervision to start mandated rulemaking and decisionmaking functions.

All U.S. states and territories may enact the interstate compact by passing uniform legislation (the Interstate Compact for Adult Offender Supervision). The states' compact administrators will primarily interact with NIC; however, assistance will be provided to members of the state councils and others in the executive, legislative, and judicial branches, as appropriate to the individual jurisdictions and their unique needs.



Technical assistance activities will be tailored to respond to the needs of individual states, steering groups, and the interstate commission. Assistance will be provided to individual states onsite, by telephone, or in settings arranged in response to the common needs of more than one state. Assistance providers will be staff from NIC or the Council of State Governments (a cooperative agreement partner) or others we identify who possess expertise unique to the need presented.

Through this assistance, it is anticipated that the individual states will have the information necessary to decide whether to enact the compact, if they choose to do so. Multiple states enacting the compact will collectively resolve their common needs.

Meetings and workshops will be a major component of activities during FY 2002. At minimum, they will assist states that have enacted the new compact (if the necessary implementation of 35 has not been reached). It is likely that actual implementation will begin with meetings of the interstate commission (whose primary funding is likely to be from sources other than NIC).

Telephone inquiries are encouraged.

Contact

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

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Information Services



Information Services

NIC Information Center

How to Request Information



NIC Information Center

Anyone with an interest in corrections may request information or materials from the National Institute of Corrections (NIC) Information Center. The Information Center maintains a collection of the most current materials available in corrections and related fields, including unpublished materials developed by federal, state, and local agencies.

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

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

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

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

Share Your Information

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



How to Request Information

Contact the NIC Information Center directly or visit the Web site at www.nicic.org to request reports, publications, and other resources. The NIC Web site describes Information Center services, lists downloadable publications, and features a searchable database of more than 1,600 NIC publications. The Web site also provides access to a variety of corrections links and to the NIC Corrections Exchange, an e-mail discussion group on corrections issues.

An automated fax-on-demand service is accessible 24 hours a day to send selected publications to the requester's fax machine.

NIC Information Center

1860 Industrial Circle, Suite A

Longmont, CO 80501

Telephone: 303-682-0213

Toll-free: 800-877-1461

Fax: 303-682-0558

Web address: www.nicic.org

E-mail address: asknicic@nicic.org

Fax-on-demand: 303-678-9049

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Technical Assistance

Technical Assistance

Who Should Apply

Description

NIC Review

Application Requirements

Where to Apply

International Assistance



Who Should Apply

Technical assistance is available without cost to all adult corrections agencies in the United States and its commonwealths and territories. The following agencies and organizations working with adult offenders are eligible for NIC technical assistance:

- Local jails and jail-related agencies.
- State departments of corrections and prisons.
- State and local probation and parole agencies.
- Residential corrections programs.
- Public and private community corrections agencies and programs.
- Organizations, associations, and oversight or advisory groups with a mission to assist jails, prisons, or community corrections agencies.

Private agencies providing correctional services under contract to government agencies are eligible for assistance only when their request is either made or endorsed by the chief executive officer of the government agency receiving the services.

Description

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

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

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

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



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

NIC Review

When NIC receives the written request, a staff member will review it and telephone the requesting agency's contact person to discuss the need. Because NIC resources are limited, each request for technical assistance will be carefully evaluated to determine the best method of meeting the agency's needs.

Application Requirements

The chief executive officer of the agency, as defined below, must sign a letter of request prepared on official stationery that—

- Briefly describes the problem for which assistance is requested.
- Identifies the agency contact person by name, address (if different from the agency head), telephone number, and e-mail address (if available).
- References any supporting documentation or background materials that have an impact on the problems and identifies the NIC program staff who assisted them if the request was preceded by a telephone call.
- Specifies a desired timeframe for service delivery.

The chief executive officer is defined as follows:

- In **jails**, it is the sheriff if the jail is under the sheriff. If not, it is the chief executive officer of the local department of corrections.
- In **prisons**, it is the director or commissioner of the state department of corrections.
- In **community corrections**, it is the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.

Where to Apply

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

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



For technical assistance related to a specific area (e.g., prisons), send a written request to the Technical Assistance Manager of the appropriate division or office at:

National Institute of Corrections

320 First Street NW.
Washington, DC 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
Longmont, CO 80501

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

International Assistance

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

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

Contact

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

Videoconferences



Videoconferences

Videoconference Calendar

Costs and Logistics

Site Coordinators'/Facilitators' Role

Application Requirements

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

During fiscal year (FY) 2002, NIC will produce five live satellite/Internet videoconferences that can be viewed at hundreds of sites throughout the United States. These 3-hour broadcasts deal with current topics in correctional policy and practices via presentations by content experts, vignettes, and interviews with criminal justice practitioners (see “Videoconference Calendar”).

Satellite downlink is the preferred method for participating in live programs. Internet viewing is also possible on computers with suitable software, but NIC recommends that viewers take part in a group downlink setting if possible.

Videoconference Calendar													
Page	Training Program	2001			2002								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Training for All Corrections Disciplines													
21	Addressing Staff Sexual Misconduct			12									
Training for Jails													
45	Mentally Ill Inmates in Jails: Meeting the Challenge							17					
Training for Prisons													
62	Recruitment and Retention of the Prison's Workforce									19			
65	Best Practices for Offenders With Mental Health Needs											28	
Training for Community Corrections													
75	Managing the Mentally Ill Offender in the Community During an Era of Managed Health Care										17		

Costs and Logistics

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

The local agency that hosts a videoconference covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate



questions to the presenters. During FY 2002, KU-band transponders will be used. Agencies that do not have their own downlink can often use a downlink-equipped meeting room at a local community college, hotel, or government agency. You can also contact Ed Wolahan at toll-free 800-995-6429, ext. 131, or e-mail ewolahan@bop.gov to locate a satellite dish in your area.

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

Site Coordinators'/Facilitators' Role

- **Register your site.** Submit Form C (page 121), visit the NIC Web site (www.nicic.org), or fax the form to Mary Ann Karre at NIC (303-682-0469). By registering as a site, you are agreeing to coordinate all matters related to this videoconference.
- **Secure a KU-band satellite downlink and meeting room for transmission.** The room must be large enough to accommodate participants, trainers, and an adequate number of television sets or monitors for the number of viewers present.
- **Invite various disciplines.** If, for example, you work at a jail, invite probation and parole, prison (state and federal), and other criminal justice practitioners in your area. Send a flier promoting this videoconference to prospective participants. Your goal is to have a minimum of 25 participants.
- **Duplicate program materials.** Photocopy the program agenda, presenters' information, continuing education units (CEU) information and forms, evaluation forms, and related handouts. Encourage your participants to download the related reading materials to learn more about the topic.
- **Convene your group.** Provide a map and good directions to your training site to invited participants. Test your system's reception 30 minutes before the broadcast begins. The satellite coordinates will be provided through a link on the program's Web page at www.nicic.org. Ask participants to introduce themselves.
- **View the broadcast and conduct local activities.** Pass out the material for participants and review the agenda. Encourage participants to ask the presenters questions via telephone, fax, or e-mail. Lead a discussion after the broadcast about the information presented.



- **Complete the CEU roster and evaluation form.** Ask participants to fill out the roster for CEU credits and mail it to the accredited sponsor. Ask participants to complete the evaluation form.

Application Requirements

Agencies interested in hosting a videoconference must submit Form C (page 121). Registration can also be completed online at NIC's Web site (www.nicic.org).

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

Distance Learning Training

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Distance Learning Training

Distance Learning Training Calendar

Costs and Logistics

Site Coordinators'/Facilitators' Role

Application Requirements



“Distance learning training,” like videoconferencing, uses local classroom programs and satellite and Internet technology—and then adds another feature: onsite training managed by NIC-trained facilitators. To ensure the quality of off-air time, NIC first trains agency trainers to coordinate and facilitate the videoconference and local training. This training for trainers occurs 2 to 3 months before the participant training, is 8 hours in length, and is conducted via videoconference. The local participants of the training program later take part in a 12- to 16-hour interactive videoconference and an additional 12 to 16 hours of training.

NIC will conduct two distance learning training programs and three site coordinator trainings during fiscal year (FY) 2002. One site coordinator training will be for a program conducted in FY 2003.

Satellite downlink is the preferred method for participating in live programs. Internet viewing is also possible on computers with suitable software, but NIC recommends that viewers take part in a group downlink setting if possible.

Distance Learning Training Calendar													
Page	Training Program	2001			2002								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Training for All Corrections Disciplines													
17	Restorative Justice: Principles, Practices, and Implementation		7–8*		Jan. 28–Feb. 1**								
18	Thinking for a Change: An Integrated Approach to Changing Offender Behavior								15–16*				16–20**
24	Offender Job Retention									5–6*			

*Site coordinator/facilitator training

**Training program

Costs and Logistics

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

The local agency that hosts a distance learning training covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate questions to the presenters. During FY 2002, KU-band transponders will



be used. Agencies that do not have their own downlink can often use or rent a downlink-equipped meeting room at a local community college, hotel, or government agency. Agencies can also contact Ed Wolahan at toll-free 800-995-6429, ext. 131, or e-mail ewolahan@bop.gov to locate a satellite dish in their area.

An NIC Web page for each program provides access to supporting information and resources, including a list of registered downlink sites, satellite coordinates, viewing instructions, the program agenda, hand-outs, evaluations, and recommended reading materials, if applicable (visit the NIC Web site: www.nicic.org).

Site Coordinators'/Facilitators' Role

- **Register your site.** Mail or fax Form D (page 121), signed by your chief executive officer, to Mary Ann Karre at NIC. (You can also download and print the form from the NIC Web site: www.nicic.org.) By registering as a site, you are agreeing to coordinate all matters related to this distance learning training.
- **Secure a KU-band satellite downlink and meeting room for both transmissions.** For the 8-hour trainer's training, the room must accommodate three to four trainers. For the 12- to 16-hour training program broadcast and associated local training, the space must accommodate all local site participants and trainers. Both sessions must have an adequate number of television sets or monitors for the number of viewers present.
- **Participate in site coordinator training.** Training for trainers is conducted via satellite and Internet broadcast several weeks before the distance learning training date. NIC recommends a three-person team to serve as site coordinators: a content expert with knowledge of the topic, a facilitator, and a person who has skills in this technology. This training will teach each site coordinator how to facilitate the off-air activities during the main program. The taped program is usually available via the Internet within a few days of the broadcast, and videotapes also can be obtained from the NIC Information Center.
- **Invite various disciplines.** If, for example, you work at a jail, invite probation and parole, prison (state and federal), and other criminal justice practitioners in your area. Send a flier promoting the training to prospec-



tive participants. Your goal is to have a minimum of 25 participants.

- **Duplicate program material.** NIC will send each site coordinator a camera-ready copy of the participants' manual, facilitators' manual, and related material for this training. It will be your responsibility to duplicate all necessary material for each participant.
- **Convene your group.** Provide a map and good directions to your training site to invited participants. Test your system's reception 30 minutes before the broadcast begins. The satellite coordinates will be provided through a link on the program's Web page at www.nicic.org. Ask participants to introduce themselves. Pass out manuals and related material.
- **View the broadcast and conduct local activities.** NIC presenters will teach the content of each distance learning training and you will be responsible to facilitate the activities that complement the content. Arrange with participants to ask questions either as individuals or as a group.
- **Complete the CEU roster and evaluation forms.** Ask participants to fill out the roster daily to receive continuing education unit (CEU) credits and mail it to the accredited sponsor. Ask participants to complete the evaluation form.

Application Requirements

Agencies interested in hosting a distance learning training must submit Form D (page 121).

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

e-Learning Training



During fiscal year 2002, NIC will expand the opportunity correctional professionals will have to access NIC training by providing high-quality, interactive, and learner-driven training experiences via the Internet. Four yet-to-be-determined training topics will be available for access and delivery on the Internet.

What does this Web-based instruction mean for participants? They can receive the same quality NIC training experience from the comfort of their computer workstations or even from their homes. No travel expenses or release time from the job are required. The opportunity to access quality staff development experiences has never been more convenient.

Visit the NIC Web site at www.nicic.org for the specific details of what, when, and how you can access NIC's e-Learning programs. Information will be provided regarding the technological requirements (modem speed, bandwidth, memory) as well as the materials needed for each e-Learning program.

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NIC Training Center Programs in Longmont, Colorado

NIC Training Center Programs in Longmont, Colorado

Costs and Logistics

Application Requirements

**NIC Training Center Programs in Longmont, Colorado,
Calendar**

Cancellations



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

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 121) and supplemental information requested in the course description.

Costs and Logistics

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

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

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

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

Application Requirements

The application for individuals (Form A) can be found on page 121. Applications must be endorsed as described on the back of Form A. If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application; only one supplementary statement for the team is required. The



NIC TRAINING CENTER PROGRAMS IN LONGMONT, COLORADO, CALENDAR

Page	Training Program	2001			2002								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
5	NIC Executive Excellence								12-24				
6	Correctional Leadership Development							Apr. 30-May 10				13-23	17-27
6	Management Development for Women and Minorities		5-9				11-15						
7	Advanced Management Strategies for Women and Minorities									24-28			
8	Strategies for Building Effective Work Teams									24-28			
9	Public and Media Relations for CEOs and PIOs									12-14			
10	Training for Agency Training Coordinators/Directors						17-22			16-21			
11	Training Design and Development							7-12			July 28-Aug. 2		
13	Institutional Field Training Officer Program Development				Jan. 28-Feb. 1								
26	Women Offenders: Developing an Agencywide Approach										7-12		
TRAINING FOR JAILS													
31	Administering the Small Jail					3-8			12-17				
36	How to Run a Direct-Supervision Housing Unit: Training for Trainers										July 28-Aug. 9		
38	Orientation to Objective Classification		5-9							3-7			
39	Planning of New Institutions							8-12				26-30	
40	Managing Jail Design and Construction							15-19			15-19		
44	Planning and Implementing Effective Mental Health Services in Large Jails						12-14						
TRAINING FOR PRISONS													
54	Comprehensive Objective Prison Classification Systems		4-9			Feb. 24-Mar. 1							
60	Operational Practice in Women's Prisons										22-26		
61	Training for Victim Service Coordinators												17-20
64	Prison Health Care: Women Offenders									17-20			
64	Utilizing Technology in Correctional Health Care										15-18		
TRAINING FOR COMMUNITY CORRECTIONS													
70	Orientation for Parole Board Members									10-14			
70	Changing Offender Behavior: The Role of Administration									3-7			



team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged.

NOTE: Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.

Cancellations

The National Institute of Corrections reserves the right to cancel training programs with reasonable notice to participants.

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



NIC-Paid Training Beyond Longmont, Colorado

NIC-Paid Training Beyond Longmont, Colorado

NIC-Paid Training Beyond Longmont, Colorado, Calendar

Costs and Logistics

Application Requirements

Cancellations



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

NIC-PAID TRAINING BEYOND LONGMONT, COLORADO, CALENDAR													
		2001			2002								
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS													
19	Addressing Staff Sexual Misconduct With Inmates						10-15						
20	Investigations of Staff Sexual Misconduct With Inmates										7-12		
TRAINING FOR JAILS													
35	Orientation to Direct-Supervision Jails									17-21			
TRAINING FOR PRISONS													
51	Executive Leadership Training for Women												8-13
52	Executive Training for Deputy Directors	22-26											
52	Executive Training for Experienced Wardens									3-7			
53	Executive Training for New Wardens					4-8							
53	Supervisory Leadership for Women							22-26		24-28			
57	Training the Trainers: Assessment of Institutional Culture							8-12					
58	Conducting Prison Security Audits			3-7				15-19					
59	Management of Violent, High-Risk, and Supermax Inmates										8-12		
60	Monitoring Private Service Contracts in Prisons						4-8						
61	Training on Private Prison RFPs and Contracts												23-27
TRAINING FOR COMMUNITY CORRECTIONS													
69	Orientation for New Probation and Parole Chief Executive Officers						Mar. 31-Apr. 5						22-27



Costs and Logistics

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

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

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

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

Application Requirements

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 121) and supplemental information requested in the course description.

The application for individuals (Form A) can be found on page 121. Applications must be endorsed as described on the back of Form A. If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application, but only one supplementary statement for the team is required. The team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged.

NOTE: Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.

Cancellations

The National Institute of Corrections reserves the right to cancel training programs with reasonable notice to participants.

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

Partnership Programs



Partnership Programs

Partnership Program Calendar

Costs and Logistics

Site Coordinators'/Facilitators' Role

Application Requirements

Cancellations



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

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

PARTNERSHIP PROGRAM CALENDAR													
		2001			2002								
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
8	Strategies for Building Effective Work Teams							22-26					9-13
9	Public and Media Relations						5-8						
10	Training for Agency Training Coordinators/Directors			3-6	7-10								16-19
11	Training Design and Development									3-7		12-16	
12	Training for Small Agency Training Coordinators	Host sites recommend dates.											
13	Foundation Skills for Trainers				Jan. 28-Feb. 1			Apr. 29-May 3			July 29-Aug. 2		
13	Institutional Field Training Officer Program Development	23-25				5-7							
14	Small Agency Field Training Officer Program Development	Host sites recommend dates.											
25	Women Offenders: Critical Policy Issues	Host sites recommend dates.											
TRAINING FOR JAILS													
32	Jail Administration	Host sites recommend dates.											
32	Jail Resource Management	Host sites recommend dates.											
34	Effective Inmate Supervision	Host sites recommend dates.											
42	The Jail as a Part of County Government	Host sites recommend dates.											
45	Planning and Implementing Effective Mental Health Services in Small/ Medium Jails	Host sites recommend dates.											
TRAINING FOR PRISONS													
59	Managing Prison Security Systems		5-9						20-24				



Costs and Logistics

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

Site Coordinators'/Facilitators' Role

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

- **Designate a site coordinator**, who will facilitate the program locally and be present throughout the program.
- **Provide an appropriate training facility and equipment.** The training facility must have a large main training room (1,200 square feet minimum) and two or three adjacent or nearby breakout rooms (400 square feet minimum each).
- **Attract at least 24 participants** to fill the program.
- **Help participants obtain low-cost housing and meals.**

Application Requirements

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

Agencies interested in hosting a partnership program must submit the Statement of Interest to Host Partnership Programs (Form B on page 121). NIC staff will explore with the agency contact person the appropriateness of the training to meet the agency's needs and the agency's ability to provide the required logistical support for the program.

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

Cancellations

The National Institute of Corrections reserves the right to cancel training programs with reasonable notice to participants.

Forms

An abstract geometric composition featuring a light gray grid background. Several squares of varying sizes are arranged in a non-uniform pattern. Some squares are solid gray, while others are outlined in gray. The squares are positioned at various points on the grid, creating a sense of depth and spatial organization. The overall aesthetic is minimalist and architectural.

Forms

Application for Individuals (Form A)

Statement of Interest to Host Partnership Programs (Form B)

**Site Coordinator's Registration for 3-Hour
Videoconference (Form C)**

**Site Coordinator's Registration: Distance Learning 32-Hour
Training Program (Form D)**

Application for Regional Field Coordinator (Form E)

Application for Individuals

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

Training program title _____

Training program number 02- _____

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

Name _____

Mr. _____ Ms. _____ Mrs. _____

Social Security No. _____

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

Title _____

Years in position _____

Is your primary job responsibility staff training?

Yes _____ No _____

Agency _____

Mailing address _____

City _____ County _____

State _____ ZIP code _____

Telephone (____) _____ Fax (____) _____

E-mail _____

Primary area of corrections (check one):

_____ Adult jail

_____ Adult community corrections

_____ Adult prison

_____ Other (explain): _____

Type of agency (check one):

_____ Federal—Bureau of Prisons

_____ Federal—Other

_____ State

_____ Indian Country—Bureau of Indian Affairs

_____ Indian Country—Tribal

_____ Regional

_____ County

_____ Municipal

_____ U.S. commonwealth or territory

_____ Foreign

_____ Private

Agency/institution information:

Institution/facility population _____
or

Agency population _____

Total number of agency staff _____

Number of staff you supervise _____

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

_____ Each team member must complete an application.

_____ Each team member's individual supplementary information is attached.

_____ Team members must be listed below.

_____ All applications must be sent together.

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

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

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

I agree to

_____ Fully participate in this program and will complete all pre- and posttraining assignments.

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

Signature _____

Date _____

Endorsement of Application by Agency Chief Executive Officer

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

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

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

Nomination/Endorsement

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

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

Signature of chief executive officer

Date

Type or print name

Title of chief executive officer

()

Telephone

Statement of Interest to Host Partnership Programs

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

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

Agency name _____

Agency address _____

City/State _____ ZIP Code _____

Agency contact person _____

Title _____

Telephone () _____ Fax () _____

Title of partnership program requested _____

Training date(s) in order of priority _____

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

Endorsement of Application by Agency Chief Executive Officer

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

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

Signature of chief executive officer

Date

Type or print name

Title of chief executive officer

()

Telephone

Endorsement of Application by Agency Chief Executive Officer

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

- For **jails**. If the jail is under the sheriff, the sheriff must endorse the application. If not, the application must be endorsed by the chief executive officer of the local department of corrections.
- For **prisons**. The director or commissioner of the state department of corrections.
- For **community corrections**. The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For **employees of the federal Bureau of Prisons**. Both the warden **and** the assistant director of human resource management at central office.
- Individuals from **private organizations** must submit an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter must verify that the private organization is contractually or statutorily required to deliver services to the corrections agency making the endorsement.

Site Coordinator's Registration for 3-Hour Videoconference

Program Title _____

Program Date _____

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

Please type or print legibly the information requested

**Participant viewers: If you would like to take part in the videoconference, visit
the NIC Web site for viewing sites in your area.**

Application date _____

Site coordinator/contact person _____

Title _____

Agency name _____

Mailing address _____

Contact numbers:

Telephone () _____

Fax () _____

E-mail address _____

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

Satellite _____

Internet _____

Site Coordinator's Registration Distance Learning 32-Hour Training Program

Program Title _____

Date of Site Coordinator's Training _____

Date of Distance Learning Program _____

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

Applicant site coordinator _____ Title _____

Agency name _____

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

Agency address _____

City/State _____ ZIP Code _____

Telephone (include area code) (____) _____ Fax (____) _____

E-mail address _____

Signature of applicant _____ Date _____

Nomination/Endorsement

Nomination/endorsement must be made by, or under the name and authority of, the chief executive officer or administrator of the agency, as defined on the back. It is recommended that a 3-person team be site coordinators/facilitators. The team should consist of a content person, a facilitator, and a technology person.

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

_____ A satellite or Internet hookup for the Site Coordinator's Training.

_____ A satellite or Internet hookup utilizing a projector to enlarge the signal from the computer for the Training Program.

_____ A training site large enough to accommodate at least 24 participants for the Training Program.

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

☐ Satellite or ☐ Internet for reception_____
Signature of administrator/CEO_____
Date_____
Type or print name_____
Title of administrator/CEO(____)

Telephone

WHO SHOULD ENDORSE APPLICATIONS

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

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

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

Application for Regional Field Coordinator

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

Mr. _____ Ms. _____ Mrs. _____

Name _____

Title _____

Is your primary job responsibility staff training?

Yes _____ No _____

Number of offenders/clients _____

Number of staff _____

Agency _____

Mailing address _____

City _____ County _____

State _____ ZIP Code _____

Telephone (____) _____

Fax (____) _____

E-mail _____

Type of agency (check one)

_____ Federal—Bureau of Prisons

_____ Federal—Other

_____ State

_____ Indian country—Bureau of Indian Affairs

_____ Indian country—Tribal

_____ Regional

_____ County

_____ Municipal

_____ U.S. commonwealth or territory

_____ Foreign

_____ Private

Primary area of corrections (check one)

_____ Adult jail

_____ Adult community corrections

_____ Adult prison

_____ Other _____

Signature _____

Date _____

Nomination/Endorsement

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

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

Signature of chief executive officer

Date

Type or print name

Title of chief executive officer

(____) _____
Telephone

Endorsement of Application by Agency Chief Executive Officer

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

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

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

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