



REPORT TO THE NATION, FISCAL YEAR 2018

# RESULTS AND INNOVATIONS

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National Institute of Corrections

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**REPORT TO THE NATION, FISCAL YEAR 2018**

# **RESULTS AND INNOVATIONS**

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**MESSAGE**

**FROM THE**

**DIRECTOR**



## MESSAGE FROM THE DIRECTOR

It is with great pleasure that I present to you another year of corrections innovation, scholarship, and leadership on behalf of the National Institute of Corrections. The NIC team has always been our greatest asset, and in this edition of the Report to the Nation, I hope you will see why.

In this fiscal year, the National Institute of Corrections saw the launch of several new programs, including:

- “Safety Matters: Managing Relationships in Women's Facilities,” an advanced gender-responsive curriculum incorporating Prison Rape Elimination Act standards and strategies to support physical and sexual safety in women’s institutions
- “Training from A (Analysis) to E (Evaluation) - Are You Applying the Science of Learning and Performance?” a train-the-trainer webinar outlining the fundamental building blocks of designing and delivering learner-centered training
- “The Learning Professional,” a new learning and performance program focused on developing trainer skills in both face-to-face and virtual instructor-led delivery formats

We have also facilitated numerous accomplishments in criminal justice throughout the country by means of technical assistance, training, and our research and evaluation efforts.

Though NIC has faced challenges over the year, we have been able to serve you with the same high level of quality, swiftness, and commitment that you have come to expect from the National Institute of Corrections.

Thank you for entrusting us with the important work of assisting you in achieving your public safety goals. We look forward to enjoying another safe, productive, and prosperous year with you.

Sincerely,

Shaina Vanek

*Acting Director*

**National Institute of Corrections**

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THE

ROAD

REENTRY

## **THE ROAD TO REENTRY**

For corrections systems and the offenders in their care, the road to reentry has never been easy. But with assistance from the National Institute of Corrections (NIC), reentry programs around the country consistently find the means and professional support they need to thrive.

### **THINKING FOR A CHANGE: THE IMPORTANCE OF IMPLEMENTATION SUPPORT**

In fiscal year 2018, the National Institute of Corrections (NIC) provided technical assistance to the Alabama Department of Corrections (DOC) to implement Thinking for a Change (T4C), a cognitive behavioral intervention. Implementation of an evidence-based practice requires a purposeful plan that is dynamic and ongoing. NIC's T4C cognitive behavioral program is rated as a promising evidence-based program that is widely accepted in the field of corrections as an effective innovation. However, effective innovations alone cannot ensure positive outcomes.

The innovation must also be accompanied by effective implementation to uncover its true potential. Through technical assistance, NIC provided Alabama DOC the support, assistance, and training necessary to create an active implementation framework, which when applied correctly will increase the full and effective use of T4C in practice.

T4C is an integrated cognitive behavioral change program authored by Jack Bush, Ph.D., Barry Glick, Ph.D., and Juliana Taymans, Ph.D., under a cooperative agreement with NIC. T4C incorporates research from cognitive restructuring theory, social skills development, learning theory, and the use of problem solving skills.

Over the last six decades, cognitive behavioral theories and interventions have been introduced, researched, and applied in various human services fields, including corrections and juvenile justice. A clear body of evidence has emerged to show that these interventions positively affect individuals, helping to create change in both thinking and behavior. In the corrections field, the targeted behavior is a reduction in reoffending. Researchers and practitioners alike have found cognitive behavioral interventions to be an evidence-based practice for achieving this goal.

Emerging research around effective and successful implementation of any evidence-based practice illustrates the need for a philosophical shift for leaders and staff, mastery of new, complex skills, and a progressive and sustained effort on the part of agencies to continually monitor and evaluate program fidelity. Mounting documentation indicates that evidence-based innovations alone do not create desired outcomes. They must also be supported by evidence-based implementation. Without effective implementation, evidence-based innovations will produce poor results and may even cause harm. The technical assistance provided by NIC

focused on the successful implementation and long-term sustainability of T4C within Alabama DOC.

The goal of this two-year project was to assist Alabama DOC in the successful implementation of NIC's cognitive behavioral intervention program T4C. To improve program outcomes, this project addressed through the creation and use of an implementation team, practitioner readiness, organization readiness and support, and identification of Alabama DOC system variables that may either facilitate or hinder the effective use of T4C.

Incorporating and following the guidelines of the National Implementation Research Network <https://nirn.fpg.unc.edu/>, NIC consultants used their model to develop a framework and process for supporting organizational change within Alabama DOC to implement an active implementation model framework. The framework included guidance for usable innovations, implementation teams, implementation drivers, implementation stages, improvements cycles, and scaling capacity.

In addition, the project included performance of a readiness assessment to assist Alabama DOC staff in determining what tangible resources are required for successful implementation of T4C; assessing staff's understanding, agreement, and support for T4C implementation; outlining and assessing the agency site selection process; and developing a program measurement and evaluation model to assess the adequacy of implementation.

A major component of the project was development of an internal Alabama DOC T4C implementation team to prepare the organization and agency staff for program implementation. NIC provided support and coaching to the internal implementation team and trained T4C facilitators; developed and delivered a T4C overview and introduction to agency staff; built capacity for internal agency coaching and fidelity; insured knowledge transfer; and developed a framework of potential performance measures to determine impact and track agency implementation progress.

Alabama DOC executive staff designated three classification staff to serve as facility liaisons. The liaisons were trained to conduct Ohio Risk Assessment System (ORAS) assessments and select medium- to high-risk program participants. Liaisons were designated members of the implementation team. NIC consultants observed the T4C classes at each of the pilot institutions and provided coaching and feedback to facilitators. A T4C class observation tool was used to measure facilitator fidelity. Data collected with the tool was used to improve the processes that led to 50% of the facilitators implementing to fidelity.

In 2017, Alabama DOC began using the ORAS to assess and identify medium- to high-risk participants in the three institutions where T4C was being implemented. Persons who qualified were referred to participate in the T4C classes or placed on a waiting list. Prior to using the

ORAS, Alabama DOC did not have in place a risk assessment tool to appropriately identify and select T4C program participants. NIC consultants supported Alabama DOC in identifying and selecting participants whose ORAS scores appropriately qualified them for T4C programming.

In 2018, the implementation team and leadership focused on implementing the best staff selection and interviewing practices when hiring and selecting facilitators, including strategically placing implementation members on the hiring panels at each of the pilot facilities and designating a liaison to work with the wardens at each facility to support program implementation.

Lead measures of the outcomes of this project included the number of incarcerated individuals who successfully completed the T4C program in Alabama DOC and were subsequently released on parole. The implementation drivers assessments conducted over the course of the project measured and demonstrated the core implementation components and implementation progress scores that were directly correlated with fidelity use of the T4C program.

Over the course of the project, 223 of 251 participants successfully completed the T4C program. Twenty-two Alabama DOC staff were trained as T4C facilitators. Fifteen hours of coaching were delivered to eight T4C facilitators. NIC consultants and program manager conducted nine fidelity checks of T4C classes, including eighteen hours of T4C class observations. Alabama DOC implementation team members completed two Drivers Best Practices Assessments that resulted in a 42% increase in competency driver scores, including a 60% increase in staff selection scores.

Alabama DOC leadership demonstrated a commitment to focusing on and growing their knowledge of implementation best practices. They proactively engaged staff from their data and research unit to assist with creating a data management system for tracking T4C participant activities and to support decision making related to T4C implementation activities.

## **TRANSITION FROM JAIL TO COMMUNITY**

Supporting the reentry efforts of adults involved in the criminal justice system, the National Institute of Corrections has selected eight sites/jurisdictions to participate in the national roll-out of the Transition from Jails to Community Initiative:

- Dane County Sheriff's Office (Madison, WI)
- Seminole County Sheriff Office (Sanford, FL)
- Brazos County Sheriff's Office (Bryan, TX)
- Enumclaw Police Department (Enumclaw, WA)
- Sumter County Detention Center (Bushnell, FL)
- Hampton Sheriff's Office (Hampton, VA)
- Solano County Sheriff's Office (Fairfield, CA)

- Jefferson Area Community Services (Charlottesville, VA)

## **DATA-DRIVEN LIBRARIANSHIP IN CORRECTIONS**

NIC is committed to working with local communities and correctional agencies to meet the information needs of justice-involved adults for the purpose of facilitating ease of transition and successful return to the community. Library services can address these needs and provide justice-involved individuals with more than just books.

Research suggests that offenders who engage with a correctional library will be more likely to pursue education and vocational training and participate in learning programs. As jurisdictions place greater emphasis on the success of their offender programs, the library will prove to be a cost-effective means of enhancing outcomes.

Data-Driven Librarianship in Corrections (DDLC) examines correctional library service through the lens of research. It acknowledges the professional approach to information science and explores how service based on research can have a fundamental shift on reentry.

In fiscal year 2018, DDLC contributed to the knowledge base of correctional librarianship in the following ways:

- Hosted an information session detailing the DDLC project for nearly a dozen corrections and library professionals from federal, state, and local library systems. The event also provided attendees with an opportunity to learn about the federal prison library system and central library.
- Established the Subject Matter Review Team in Correctional Librarianship, which brings together professionals in the field to work through the challenges of correctional librarianship and develop practical strategies for addressing them.

**EVIDENCE-BASED**

**SUPERVISION**

## **EVIDENCE-BASED SUPERVISION**

As a field, corrections has gone from “nothing works” to some things work when backed by research. Moving away from just “best practice” to what research confirms is the most appropriate approach is a trend that has been developing over several years, but once implemented, it’s empowered decisionmakers with tools to take bold action to facilitate better outcomes.

## **WOMEN OFFENDERS**

### **Safety Matters: Managing Relationships in Women's Facilities Training Program**

Safety Matters: Managing Relationships in Women's Facilities is a curriculum developed by the National Institute of Corrections. The program is based on gender-responsive research and practice as well as findings from PREA research, particularly with regard to women in the justice system. The blended learning program consists of virtual instructor-led, intra session assignments, onsite instructor-led sessions, and a follow-up Training for Staff Trainers session. The program is designed to prepare staff to identify and address issues of safety in women's institutions.

Research is very clear that women grow and mature through the development of relationships, and this is evident in women's institutions. Staff are often unprepared to identify what healthy and supportive relationships are in contrast to potentially coercive and destructive relationships. This skill-based curriculum is available for delivery to requesting sites.

### **GROW Program**

The Gender Responsive Opportunities for Women (GROW) Program is a partnership between Santa Clara County agencies that work with justice-involved women, including The Office of Reentry Services (ORS), the Probation Department (SCCPD), the Department of Corrections (DOC), and the Office of Women’s Policy (OWP). Representatives from the agencies noted above also participated in a series of NIC training events and, for the last few years, county partner agencies have collaborated on an ongoing basis to review best practice research, relevant data, and other pertinent information to develop a gender-responsive and trauma-informed reentry model for women involved in the criminal-justice system, with an emphasis on those most at risk for incarceration and recidivism. As part of GROW’s service response, a recent grant from the State of California has enabled the Office of Reentry Services to fund six community-based organizations to provide service navigation, transitional housing, and employment assistance for an estimated 100 justice-involved women who have been recently incarcerated. GROW’s emphasis on “wraparound services” (services provided continuously,



both pre- and post- release) ensures that referred women will receive ongoing support and stabilization services.

GROW's overall goal is to develop an effective and sustainable reentry model for justice-involved women in Santa Clara County that reduces their risk of recidivism and victimization while also increasing self-efficacy and self-sufficiency for positive outcomes.

GROW's program objectives are as follows:

1. Increase opportunities for communication and collaboration between county partner agencies and program providers that work with justice-involved women in the jurisdiction.
2. Increase learning opportunities for county partner agencies, program providers, and community members regarding best practices for responding effectively to justice-involved women in the jurisdiction.
3. Compile, analyze, and use relevant data regarding the experiences and needs of justice-involved women referred to the program to have a better understanding of how to respond effectively to this population.
4. Increase service delivery supports for GROW clients that results in better outcomes related to housing, employment, and overall stabilization.
5. Design a comprehensive reentry model process (complete with program forms, policies, procedures, data collection tools, etc.) for justice-involved women that strategically increases coordination of service delivery between county partner agencies and identified program providers that will result in decreasing the number of women in county jail.

## **VETERANS**

### **Veterans**

As a center of learning, innovation, and leadership that shapes and advances correctional practice and public policy, NIC devotes a portion of its focus to the critical needs of justice-involved veterans.

On May 17, 2018, the Veterans History Project at the Library of Congress, in collaboration with the National Institute of Corrections, hosted a panel discussion on the effects of post-traumatic stress disorder on veterans and how to support those who have run afoul of the law by

providing appropriate treatment. This event had over 4,000 views either live or on YouTube after the event.

To view the event, please click on the link below:

[https://www.youtube.com/watch?v=nTW\\_XPBSR4A](https://www.youtube.com/watch?v=nTW_XPBSR4A)

NIC also released its new publication *Barracks Behind Bars: In Veteran-Specific Housing Units, Veterans Help Veterans Help Themselves*. *Barracks Behind Bars* is a series of vignettes, stories, and experiences of pragmatic corrections professionals who have taken the initiative to design/develop, implement, and create sustainable veteran-specific programming in jails. This white paper shares the views of jail administrators, judges, and formerly incarcerated veterans—each of whom have stories to tell—in their own words. *Barracks* has approximately 6,000 views on the NIC website, along with over 1,000 copies distributed.

To view the publication, please visit this link:

<https://info.nicic.gov/jiv/sites/info.nicic.gov/jiv/files/Barracks-Behind-Bars-508.pdf>

### **Veterans Compendium Project**

*Barracks Behind Bars* is the second publication in the NIC Justice-Involved Veterans Compendium Project. The first publication *Veterans Treatment Courts: A Second Chance for Vets Who Have Lost Their Way* served as a how-to guide for jurisdictions looking to implement or improve upon an existing program and bring awareness to the unique issues of justice-involved veterans. NIC is projecting to release the third and fourth publications in the compendium project in fiscal year 2019; the first, focusing on law enforcement practices that improve outcomes for veterans in crisis in the community, and the second, providing a prison's perspective of *Barracks Behind Bars*, is anticipated toward the end of fiscal year 2020.

## **INMATE MANAGEMENT**

### **Strategic Inmate Management (SIM) Initiative Pilots**

The fundamental goal of every jail and prison is to maintain a safe and secure environment for staff, inmates, and visitors. Effectively managing inmate behavior is critical to this goal. Strategic Inmate Management (SIM) promotes safety and security by employing the best practices of direct supervision and inmate behavior management in both jails and prisons.

Direct supervision began in the Federal Bureau of Prisons in 1973 and is a method of proactively engaging with inmates in housing units without the physical barriers of hallways, cell bars, or doors between them and the correctional officer, allowing for the continuous observation of inmates. In the early 1980's, NIC introduced podular direct supervision, where the officer is placed in a pod, to reduce the violence and vandalism prevalent in many local jails. Since then,

NIC has provided a variety of assistance on direct supervision to jails, including training for administration, first-line supervisors, and housing unit officers. However, not all jails throughout the country have adopted direct supervision.

Lingering still are jails designed as linear, where housing units designed as long hallways, and podular-indirect physical plants, where the officer's station is removed from the housing unit and surveillance is conducted through a large window or a series of cameras. Yet many of the principles and strategies of direct supervision are also appropriate for these jails. Thus, NIC developed the Inmate Behavior Management (IBM) program incorporating the six elements of effective inmate management appropriate for all types of jails.

Strategic Inmate Management is a unified operating philosophy encompassing all physical plant designs while honoring the fundamental work of direct supervision and IBM. With the SIM initiative, the NIC works with jurisdictions seeking a comprehensive approach to inmate management. The goals of this initiative are to:

- Support correctional leaders and staff in fulfilling their role in providing safe and secure facilities
- Demonstrate the importance of having a cohesive inmate management strategy to effectively manage inmate behavior
- Assist correctional agencies in integrating SIM as an operational philosophy, ingraining SIM in the organizational culture
- Build organizational capacity to sustain the integration of SIM throughout all levels of the organization

This initiative acknowledges the significance of change represented, in both operations and organizational culture, for many correctional agencies. Through this initiative, NIC will assist participating jurisdictions in navigating the change process and building their capacity to sustain the change. Thus, the SIM model fosters systemic change throughout the organization.

Over a 6- to 12-month period, NIC will assess a system's organizational readiness for change and provide training, coaching, and technical support to facilitate the successful integration of SIM as an operational philosophy. The period will conclude with a followup evaluation.

The phases of SIM include:

**Application Phase:** Agencies receive informational materials and engage with NIC staff during a virtual (or in person) meeting to discuss the overview of (1) what SIM is, (2) what it is designed to do, and (3) the roles and responsibilities of both NIC and the requesting agency.

**Readiness Phase (60-90 days):** Agencies are assessed for their readiness to take on a major change initiative using NIC's Achieving Performance Excellence (APEX) Screener. Readiness for

change is defined as how equipped people and organizations are to (1) review how they do things and (2) take on change efforts.

**Initiation Phase:** This phase begins the capacity building with the organization and starts with the executive staff. The NIC team spends five days on site training the executives on their role in ensuring the successful integration of SIM as an operational philosophy. This training focuses on the dual tracks of (1) operations and (2) organizational culture.

**Coaching Phase:** One of the most significant contributors to capacity building and sustainability is effective coaching. During an approximately four-month period, agencies receive executive-level coaching to assess current operations and organizational culture for alignment with SIM, develop action plans to advance the organization in adopting SIM, and evaluate progress.

**Training Phase:** The training phase advances the SIM initiative by building skill and capacity among the agency's firstline supervisors and correctional officers.

**Integration Phase:** The integration phase is where the baton is passed to the agency to expand the SIM competencies throughout the organization. Additional coaching is available for both executive staff and agency trainers to further enhance the agency's capacity to fully integrate SIM in both their operations and organizational culture.

**Evaluation Phase:** During the evaluation phase, the NIC team works with the agency to establish a means of assessing organizational progress and accomplishment of organizational goals with SIM. Evaluation protocol are being developed and will be piloted with select jurisdiction(s).

The SIM Initiative was piloted with the Sonoma County Sheriff's Office in Sonoma, CA, between April 2018 and April 2019. By the conclusion of the pilot, the Sonoma County Sheriff's Office had a pilot SIM housing unit up and running; established a training schedule to train staff on SIM; and facilitated several SIM trainings in their organization.

Evaluation of the overall SIM initiative, including the processes and phases, and was conducted to receive feedback for performance enhancement. A tour of the pilot unit, including discussion with the housing unit officer and inmates, was completed. Interviews with executive team members, line staff, supervisors, and training staff were conducted. Feedback from the pilot site was overwhelmingly positive and yielded vital information for improvements to the coaching process and the need for an operational assessment. Both of these components were developed at the conclusion of the pilot and influenced by the agency feedback.

Sonoma County Sheriff's Office proved to be great partners in this initiative and consistently met with the NIC team for coaching sessions, on-site and virtual meetings, and training events. By the conclusion of the SIM pilot, the agency has been positioned to advance SIM throughout their organization and assist neighboring jurisdictions with SIM training.

NIC also recognizes that not every jurisdiction has the capacity to participate in a full SIM initiative. Some jurisdictions may not need all the services offered and others simply may not have the capability (for a variety of reasons). Given that understanding, NIC is developing and piloting a “SIM Light” version that maintains the integrity of the model while accommodating the stipulations above.

Finally, it is important to note that the SIM Initiative is designed to work for all physical plant designs in both jails and prisons. SIM meets agencies where they are in terms of their operations, organizational culture, and inmate management strategy. SIM fosters systemic change to move agencies from a containment model to a management model where staff are actively managing inmates and working to reduce problematic behaviors, thereby creating a safer and more secure environment for staff, inmates, visitors, and the community.

## **STAFF**

### **FY2018 Training Administrators Network Training and Meeting**

Over 50 training administrators from prisons, jails, community services, and juvenile corrections met September 18-20 to work together on emerging learning and performance problems and solutions and to create performance objectives and delivery strategies for FY2019. Questions raised during the session that were developed into performance objectives included:

- How do we move from training for knowledge (knowledge tests) to training for proficiency?
- How do we link proficiencies to an agency’s strategic outcomes? How do we design e-learning that results in behavioral proficiency?
- What are training and facilitating proficiencies?
- How can we evaluate our trainers?
- How do we create sustainable leadership development for our agency?

IN

**SERVICE**

FOR THE

**FIELD**

## **IN SERVICE FOR THE FIELD**

The National Institute of Corrections hosts an extensive array of training programs specific to the corrections professional. Through both in-person and online options, we support the professional development of and maturity in leadership for staff at all levels of corrections.

### **TRAINING**

#### **Jail Administration for New Sheriffs**

The National Sheriffs Institute is a leadership class for first-term sheriffs that helps them identify and hone the skills they need to be an effective leader. The class does not involve operational training for either the law enforcement or corrections aspect of their duty as sheriff. In July 2018, NIC initiated a plan to develop a second week of training for new sheriffs with the responsibility of operating a jail. Experts were brought together for a 2-day meeting to determine the topics for a week-long class. The class will cover these topics from the legal, operational, and leadership points of view. NIC expects to pilot this class in the spring of 2020.

#### **Crisis Intervention Teams**

NIC's Crisis Intervention Team (CIT) trainings are managed and delivered by a certified Crisis Intervention Teams trainer via CIT International. Enhancement of CIT curriculum was completed in May 2019.

In fiscal year 2018, NIC conducted three 40-hour training blocks for CIT:

- Seminole County (Sanford), FL, on June 10 – 14, 2019. There were 19 participants from 1 county and the Florida Division of Corrections. This was the first site to receive the fully completed CIT enhanced curriculum.
- St. Charles County (St. Charles), MO, on August 19 – 23, 2019. There were 35 participants from 4 counties.
- Shelby County (Birmingham), AL, on September 23 – 27, 2019. There were 24 participants from 4 counties.

For each training, pre-/post-tests from the course demonstrated that an increase in knowledge occurred.

#### **Mental Health First Aid**

NIC provides Mental Health First Aid training to local jails via technical assistance requests. All training is provided by a certified Mental Health First Aid Instructor via the National Council on Behavioral Health. In fiscal year 2018, NIC conducted trainings in three jurisdictions:

- Pasco County (Land O'Lakes), FL on August 13 with 25 participants, August 14 with 25 participants, and August 15 with 29 participants.
- Brazos County (Bryan), TX on September 4 with 21 participants, August 5 with 29 participants, and August 6 with 37 participants.
- Knox County (Knoxville), TN on September 17 with 30 participants, including the Chief of Corrections; August 18 with 30 participants, and August 19 with 29 participants.

### **Executive Leadership Training**

The Executive Leadership Training for New Wardens was held at the National Correctional Academy in Aurora, Colorado, in April, May, and September 2018 to support the development, orientation, and ongoing learning of newly appointed wardens. In their new leadership role, they will face critical workforce development, staffing, operational, safety, and security challenges.

### **Conducting Security Audits**

Conducting Security Audits, a training program developed by the National Institute of Corrections to assist agencies in fortifying security systems, was held in collaboration with the North Carolina Department of Public Safety, Alabama Department of Corrections, and Hawaii Department of Public Safety. Since protection of the public, staff, and inmates is the primary mission of any prison system, experience has proven that the development and implementation of a comprehensive security audit program is a major step in reducing the risks that are endemic in prison operation. Over the years, the NIC Security Audit program has significantly contributed to enhancing the safety and security of state correctional agencies by assisting them in building a cadre of staff who can perform audits. This program has become one of the core training programs that the Prisons Division delivers annually to the field and is a combination of training and technical assistance.

### **Strategic Development of Executive Women**

NIC hosted the Strategic Development of Executive Women in Phoenix, Arizona, at the Bureau of Land Management's National Training Center for women who currently hold the position of warden and above. The training provides them with personalized assessments of their leadership skills as well as professional development and growth.

### **Executive Manager in Correctional Healthcare (EMCHC)**

The Executive Manager in Correctional Healthcare (EMCHC) training was held to complete the final updates of the EMCHC curriculum. This will allow NIC to provide the correctional senior-level workforce with a training program designed to better equip them to become more knowledgeable in health care administration.



## Deputy Director's Forum

NIC hosted the Deputy Director's Forum in Phoenix, Arizona, at the Bureau of Land Management's National Training Center. The goal of this professional forum is to provide mentoring, training, and support to deputy directors of operations on current, emerging, and critical issues facing state correctional agencies.

## Managing Prison Restrictive Housing Populations

The Managing Prison Restrictive Housing Populations training program was held in Arkansas. This program challenges an agency to review their policies and procedures, consider feasible areas of improvement, and develop a plan to implement improvements to the management of their restrictive housing population and program.

## Training from A (Analysis) to E (Evaluation) - Are You Applying the Science of Learning and Performance?

On June 13, 2018, NIC facilitated a new interactive one-hour webinar exploring how the ADDIE framework (Analyze, Design, Develop, Implement, and Evaluate) is the fundamental building block of designing and delivering learner-centered training. The webinar served as an overview of NIC's white paper **Training from A to E: Analysis to Evaluation** (see <https://s3.amazonaws.com/static.nicic.gov/Library/032740.pdf>) on learning and performance and its application to corrections training. During the webinar, 157 participants from 132 local, state, and federal adult and juvenile correctional agencies had the opportunity to engage in activities to apply learning and performance research to the training they analyze, design, develop, implement, and evaluate in their own organization.

## The Learning and Performance Coach

On September 10-14, 2018 the NIC Academy division piloted The Learning and Performance Coach training program in partnership with several state and local agencies in Lincoln, NE. The Learning and Performance Coach curriculum is a skill-based training with the learners creating and implementing a coaching session following the 10-step Performance Coaching process for both hard and soft skills. Learners also assess the effectiveness of learning interventions (On the Job Training) on individuals and learn how to model positive behavior and convey enthusiasm to learners during the coaching process. **The Learning and Performance Coach** replaces the previously offered program, Building Agency Success: Developing an Effective FTO/OJT Training Program. Participants stated about the course:

- 92% said they would be able to apply what they learned on their job.

- Over 91% stated they would be implementing changes at their agency as a result of the training.

### **The Learning Professional**

On August 27 – 31, 2018, NIC piloted the Learning Professional training program, in partnership with the Iowa Department of Corrections in Des Moines. This new learning and performance program is focused on developing facilitative preparation and delivery skills in both face-to-face and virtual instructor-led training (VILT) delivery formats. During the program, participants prepare and deliver:

- A five-minute VILT training session via the WebEx Training Center with materials provided
- With a small team of 3 - 4 persons, a one-hour team “teach-back” from a prepared learner-centered lesson. Each one-hour team facilitated teach-back has each team member in the lead facilitator position for up to twenty minutes. The Learning Professional replaces NIC’s previously offered program, Foundation Skills for Trainers.

About the program, constituents gave the following feedback:

- 92% stated they learned new knowledge or skills from the training
- 100% stated they will be able to apply what they learned on the job
- Over 92% stated they would be implementing changes at their agency as a result of the training

### **Training Administrators Meeting**

Training for Trainers on The Learning Professional and The Learning and Performance Coach was held for two days of the meeting with Training Administrators developing and delivering “teach backs” of designated pieces of the curriculum. The curriculum—just recently piloted by the Academy division— is available through a link to the participants who completed the Training for Trainers course.

# NOTE

## FROM THE FIELD

Good afternoon Evelyn, Susan, Waleska, Dr Scott, Belinda, I just want to say thank you to you all for all the great instruction I received last week for the NIC Training, In the beginning, I was saying to myself that this won't work at Edna Mahan, But let me tell you, I was wrong.

Everyone in your class and [I have] a new outlook on everything now. I believe this class should be done in every academy so all recruits know firsthand on how to deal with [the differences found in] female and male Intuitions before they start their new careers in corrections. I was very impressed with all the knowledge and experience you all brought to this training. I can honestly say I have a new look on everything now.

Brian O'Neill, *Engineer*

**Edna Mahan Correctional Facility for Women**

PS: Evelyn, the one thing you said in class that I will never forget is when you said, "Be the [thermostat] and not the thermometer when speaking." That was great advice. So I just want to say again thank you all for that great training!

## Fiscal Year 18 Training Statistics

### eCourses

- 97,975 eCourse completions
- 38,724 Users

### Classroom Events

- 84 Events held
- 1,228 Participants

### VILT & Webinars

- 152 VILTs and 1 Webinar held
- 2,849 VILT and 157 Webinar participants

### Websites

- Community: 52,750 users
- LMS: 131,011 usersNICIC: 304,544 users

## TECHNICAL ASSISTANCE

### Prison

#### *State Technical Assistance*

NIC delivered the following technical assistance to state correctional agencies:

- Security Operational Assessment was conducted at the request of North Carolina Department of Public Safety to provide an independent review of the safety and security operations of their Correctional Enterprises operation following the fatal critical incident that occurred in October 2017.
- An assessment and follow-up training on Gender-Informed Practices in the Management of Women's Prisons was provided to the New Jersey Department of Corrections.
- Washington State Department of Correction was given a cultural assessment and review of their healthcare operations in April 2018.
- The Idaho Department of Corrections collaborated with NIC and the Bureau of Prisons to provide a Crisis Management/Hostage Negotiation program in June 2018.
- Partnering for Performance: Women's Leadership Across Boundaries was provided to the Nebraska Department of Correctional Services. This evidence-based training program acknowledges and validates women's differences in leading within the correctional field. It supports the professional development and growth of supervisory and mid management women in corrections.

### Jails

#### *State Technical Assistance*

The demand for services continues to grow exponentially, and consistent with last year's growth, it is in the areas of mental health and co-occurring disordered offenders which are significantly affecting the administration of the nation's jails and communities.

#### *All Sheriff's Authority Meeting*

The All Sheriffs' Authority met Wednesday, May 2, 2018 at NIC to address the effect of the opioid epidemic on the nation's jails. The National Sheriff's Association selected this topic, which is of great concern to the nation's sheriffs. The goal of the meeting was to discuss and develop a call to action for a community-based strategic partnership comprised of local government and community stakeholders. The summary of the discussion and presentations that occurred are available for viewing.

### *Texas Jail Officers Mental Health Project*

The Texas Sheriff's Association, Commission on Law Enforcement, Jail Standards and Sam Houston State University, in partnership with NIC, Bureau of Justice Assistance, Substance Abuse Mental Health Services Administration and the US Marshall Service, facilitated the design and development of the Texas Mental Health Training Initiative for Jails. This effort was memorialized by the Texas State Legislature as the Sandra Bland Act. This 18-month effort resulted in the development of an expanded curriculum that is now mandated for all new local detention officers in Texas. There is also an optional mental health officer certification, including a crisis intervention team (CIT) master trainer certification. The trainers will deliver the courses to new and existing jailers in their regions, especially in rural areas of the state. The new curriculum will expand the jailer certificate issued by the Texas Commission on Law Enforcement from 96 to 120 hours, and the CIT would be an optional 40-hour course to develop local expertise and deliver training to jail professionals serving in facilities across the state's 254 counties.

NIC in partnership with 25 Texas Sheriffs graduated on the second anniversary of Sandra Bland's suicide the first of two scheduled Jail Mental Health Officers Courses (40 hour) at Sam Houston State University. Graduates are scheduled to attend the Jail Mental Health Master Training Course and be certified by the State of Texas Commission on Law Enforcement as Jail Mental Health Officer Trainers.

### *Managing Jail Restrictive Housing Populations*

NIC's restrictive housing training program and technical assistance provides jails with strategies for reducing the use of restrictive housing and shortening the stay in restrictive housing for members of critical populations, such as the people with mental illness, juveniles, and people with a history of extreme violence. This initiative is part of a broader effort to assist the nation's jails in making the operational changes and improvements necessary to best prepare incarcerated individuals for release back to our communities.

## **FIELD CONFERRALS**

### **Corrections Stress Needs Assessment**

Part of an ongoing initiative to apply a holistic approach to addressing the needs of corrections staff, NIC asked those working in the field about stress on the job. Responding to the online survey were 3,018 respondents representing line staff, supervisors, and some management staff from jails, prisons, and community corrections from 49 states, the District of Columbia, and Guam. The survey questions were developed from information gained during focus group interviews. From a review of the results, a number of themes emerged. Of lesser concern was the nature of correctional work; instead, stress was often related to a lack of communication

about change, particularly around change in policy and procedures, both up and down the chain of command. Of note was general agreement that physical safety was attended to, but very little attention was given to emotional safety and interest in various options to address stress, including support and peer mentoring delivered by trained individuals who knew the nature of corrections, were well respected by peers, and maintained confidentiality.

### **The Infectious Disease Workgroup**

The Infectious Disease Workgroup met to review and provide a content update for the BOP's current Infection Prevention & Control Orientation Course. The goal of the workgroup is to ensure that the revised modules represent the broadest application to large jails and state prison systems on infection control and prevention.

### **Transition from Jail to Community Sustainability Survey**

For the last decade, the National Institute of Corrections (NIC) has sought to improve public safety by building community capacity to implement effective jail transition strategies through the Transition from Jail to Community (TJC) Initiative. Between 2008 and 2015, two cohorts of learning sites (six in Phase 1, which spanned 2008-2011 and eight in Phase 2, which spanned 2012-2015), comprising geographically diverse communities with different jail system structures and community contexts, received 36 months of intensive, targeted technical assistance (TA) from the Urban Institute (Urban) and its partners to implement the TJC model.

Deeply committed to understanding the impact of TJC technical assistance and the sustainability of the TJC model, NIC engaged Urban to survey stakeholders across the eight Phase 2 learning sites about their respective communities' ongoing jail reentry efforts and achievements in the approximately 24 months after TJC TA concluded. The online survey also asked about the role TJC Phase 2 TA played in advancing each community's jail reentry work and solicited recommendations for improving TA provision.

Analyses reinforce earlier evaluation findings that TJC is a viable model for change and suggest there is a strong, positive legacy of NIC's TJC TA provision in these eight learning communities. Specifically, sites report that core TJC practices not only remain in use, but many of these practices have also expanded in scope and scale, indicating a shift in operations and organizational culture.

Additionally, respondents credit TJC TA with helping their communities build highly functional collaborations between their jails, other criminal justice agencies, and reentry stakeholders; establish or expand evidence-based practices and interventions; enhance foundational capacity to monitor and measure system performance; and reduce recidivism.

## Suicide Prevention Symposium

The Suicide Prevention Symposium was held in Philadelphia, PA, in successful partnership with the Philadelphia Department of Corrections. There were approximately 100 participants from local jails in Pennsylvania, three national speakers on jail suicide and jail suicide prevention, two onsite clinical psychologist speakers, the Commissioner of the Philadelphia Department of Corrections, and one representative from NIC, who provided perspective on suicide prevention strategies for jails. Greetings were brought from the Secretary of the Division of Correction, the Philadelphia Mayor's Office, and the NIC Acting Director.

NIC's research on staff and inmate suicide in the United States was the catalyst for this symposium. The State of Pennsylvania had data showing that, in a recent 4-year timeframe, 81 inmates in Pennsylvania's local jails died by suicide. Working with the Philadelphia Department of Corrections, NIC proposed the state host a 2-day suicide prevention symposium. The symposium was successful in providing state and local networking opportunities, concrete strategies, and useful discussion regarding inmate suicide prevention.

## INFORMATION SERVICES

### Outreach

#### *Podcasts*

Correctional Program Specialist Evelyn Bush participated as a guest for an episode of the [Correctional Nursing Today](#) podcast. This was a preview of her presentation titled "Victims Behind Bars: Identifying and Addressing the Sex Trafficking of Women Offenders" at the Spring Conference on Correctional Health Care in Minneapolis, MN, held April 21-24, 2018. Bush's current work involves evaluating sex trafficking and the effects it has on the lives of women who come in contact with the correctional system. This podcast allowed her to more adequately educate medical personnel, mental health leaders, and other professionals.

#### *General Body Meeting*

NIC participated in the Black Commissioned Officers Advisory Group (BCOAG) General Body Meeting. The BCOAG meeting is held monthly and provides assistance and consultation to the Office of the Surgeon General on issues related to the representation and participation of African-Americans in the United States Public Health Service as officers.

#### *NIJ Panel*

NIC participated in National Institute of Justice (NIJ) panel on "Emerging Threats to Correctional Institution Security."

### *Blacks in Government Conference*

NIC attended the 2018 Blacks in Government Conference National Training Institute in New Orleans, Louisiana. The theme of the conference was “Leveraging Your Professional Attributes for Sustained Growth and Development.”

### **Robert J. Kutak Memorial Library and Information Center**

The National Institute of Corrections Information Center (NICIC) serves as NIC’s information clearinghouse. The challenge inherent for any information resource repository is to ensure that services are not only responsive to incoming requests but, for the NICIC, that resources are coordinated with NIC and reach into corrections communities that include practitioners, educators, policymakers, and the general public.

The NICIC provides three core services to the field of corrections:

- Website hosting, development, and maintenance of NIC’s website (see <https://nicic.gov>)
- Library services for the Robert J. Kutak Memorial Library and online content
- Information Center reference and research services

These services result in responsive resources for information regarding prisons, jails, and community-based corrections.

### *Information Technology and Web Services*

The [NIC website](#) is a vibrant, visible, and vital component of NIC. The NICIC Information Technology and Web Services maintains the NIC library and website servers, develops various web applications, and manages databases. To assist constituents, the NICIC employs a virtual helpdesk that our reference librarians monitor and triage for document orders and information requests, which average about 80 and 160 respectively per month.

In 2018, the team designed new microsites (see <https://info.nicic.gov/>) for NIC staff initiatives like the [Community Corrections Academic Resources](#) and the [Family Strengthening Project](#). Microsites are NIC products precisely designed around a significant initiative. An example is [Justice-Involved Women’s Programs](#) for serving adult women under some form of correctional intervention. The programs on this site are varied in the populations they serve and the services they provide. This database is intended for correctional stakeholders working across front-end decision making, pretrial release, and jail and prison reentry, as well as covering topical areas like parenting programs, substance abuse, and behavioral health. This site is used for correctional case planning, management, supervision, and treatment of women in correctional systems. It is also a source of information for those interested in developing programs to serve women. Microsites such as these are containerized, meaning that users can search for and navigate to topics specific to the content.



NICIC Web Services continues to build the NIC website on top of the dramatic redesign of 2017. With an updated [NIC Projects](#) layout and new information, the website includes tagging throughout so users can connect disparate content via similar tags. Other new developments include:

- NIC Timelines – To help users better understand the history of certain content, such as the history of NIC or the evolution of the Transitions from Jails to Community project, NIC created timelines (not yet published) that display the flow of events from their inception to the current day.
- [How Can NIC Help?](#) – NICIC's redesign of the technical assistance process directs users to the right places so they can receive help based on their specific needs. This has led to increased customer satisfaction as users are reaching the right NIC staff and leveraging more clearly defined instructions for each request.
- Streaming Video – NIC began streaming video via website in 2018 with the [Corrections Stress: Peaks and Valleys](#) broadcast.

#### [Key Accomplishments on the NIC Website](#)

- Received over 496,000 visits and 1.49 million page views
- Accessed by 82.9% new users (about 345,000 unique users)
- Recorded 3.4 pages viewed on average per session
- Provided maintenance of 13 private forums and 11 public forums

#### [Library Services](#)

The library collection is focused on corrections, with the addition of criminal justice, leadership, and training materials to be used directly by NIC staff and students. The collection focuses on resources for NIC in support of corrections constituencies at all levels. The NICIC obtains an average of 10 new items per month and almost all material is acquired for permanent use. The current collection comprises 13,000 resources, with both physical and electronic items.

The NICIC staff uses a variety of methods to obtain material for its collection. The NICIC maintains productive relationships with practitioners who attend NIC meetings and trainings or who visit the library. The team calls experts in the field or networks with them at various corrections conferences. The NICIC solicits materials from agencies during site visits, at NIC meetings, and during trainings. Almost all material is received in electronic format, and the staff adhere to all copyright limits and permissions.

All new acquisitions are catalogued in our Integrated Library System. Hardcopy material is catalogued and placed in the library. The NICIC averages about 172 library visitors per month, which includes mostly students attending NIC Academy classes or classes with the Federal Bureau of Prisons.

### Key Accomplishments at the Library

- Conducted 22 library presentations and orientations for classes at the National Corrections Academy
- Received 2,066 library visitors
- Catalogued 120 new items

### *Information Center Reference Services*

Information services are the frontline for NIC in fielding hundreds of questions per year on every topic in corrections. Our information specialists fulfill orders for electronic documents, DVDs, and annotated bibliographies. The NICIC provides reference assistance on corrections topics and conducts additional research when information is not readily available in the library. The team also identifies training opportunities for customers.

### Key Accomplishments by Reference Services

- Conducted over 1,900 information/research requests
- Fulfilled over 2,700 orders for NIC print and media resources
- Duplicated and sent 769 flash drives with comprehensive NIC resources

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**National Institute of Corrections**

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