



Office of Correctional Job  
Training and Placement



# ADMINISTRATIVE GUIDE

## Offender Workforce Development Specialist Training Program

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# **Administrative Guide**

*Offender Workforce Development Specialist Training Program*

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# Foreword

There is compelling evidence to support the position that unemployment contributes to recidivism. An offender's successful reintegration back into the community is often dependent upon successful integration into the labor market. This can be a confusing, and sometimes an overwhelming experience for offenders, as global competition, changing technology and business practices, and shifts in the demands for goods and services continue to reshape America's job market. The frequency with which people change jobs according to many job search experts may be as many as 5 to 7 times during one's lifetime. This, and the perplexing problem of accessing labor market information due to advancements in computer technology, often contributes to an offender's critical need for professional assistance.

For successful integration into today's workforce, many offenders are dependent upon the knowledge, skills, and abilities of professionals to assist them with matching their abilities, aptitudes, and interests to potential job and career paths. Skilled practitioners are well aware that offenders struggle with complicated life circumstances and encounter a myriad of challenges regarding job acquisition, retention, and advancement. Through the transference of skills, practitioners can support offenders by broadening their horizons, helping them to develop their strengths and talents, and teaching them how to make informed decisions about jobs, licensing or bonding requirements, working conditions, educational and training requirements, employment opportunities, and various career paths.

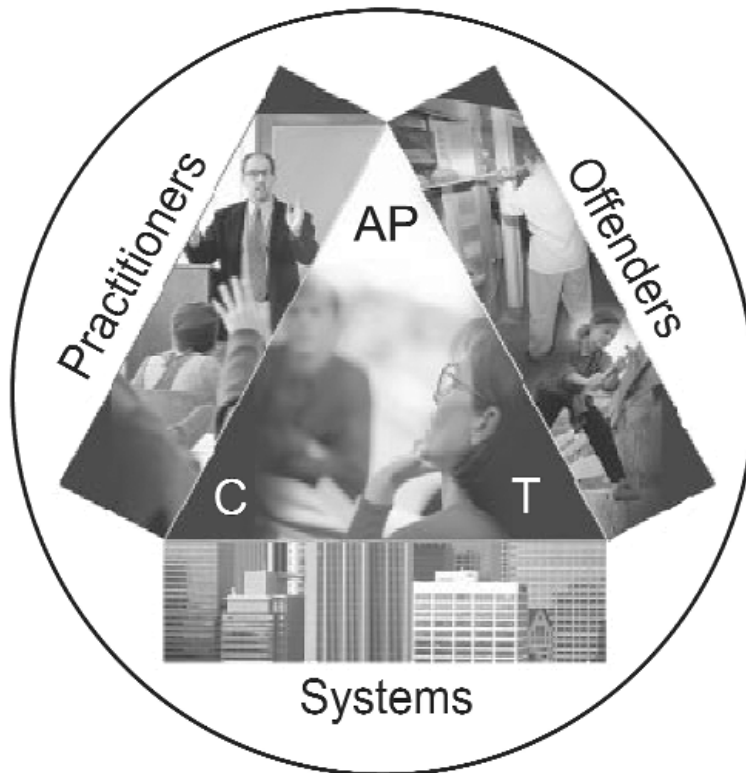
The Offender Workforce Development Specialist training program was developed for the purpose of contributing to the successful transition of offenders into the American work force as productive, law-abiding citizens. Ultimately, this will assist the community and the offender by helping to provide safer streets, and by preventing future costly incarcerations and wasted human potential.

**Morris L. Thigpen**

*Director*

September 2002

# OWDS Training



## **OWDS**

### **AP: Action Plan**

The action plan is developed during OWDS training for implementation in local jurisdictions.

### **C: Competencies**

Competencies are learned during OWDS training.

### **T: Training**

Training builds skills in participants to train others in Building Career Facilitation Skills (BCFS).

## **State/Local Jurisdictions**

### **Practitioners**

Practitioners participate in Building Career Facilitation Skills (BCFS) training to increase skills and knowledge.

### **Offenders**

Offenders receiving OWDS services in confinement and community settings.

### **Systems**

Systems (e.g., local jurisdictions, resource providers, and State and local agencies) provide the means for program implementation.

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# Overview

The Offender Workforce Development Specialist (OWDS) Training Program is a comprehensive curriculum designed to increase the participant's ability to provide adult offenders and ex-offenders with the skills required for employment, retention, and career advancement. The program addresses the competencies designed to meet certification as a Global Career Development Facilitator (GCDF). The program is designed to train professionals who directly or indirectly offer one or more of the following: offender employment training, placement and retention services, or career counseling (e.g., personnel in prisons, jails, community corrections' facilities, colleges, employment agencies, and other community-based organizations).

## Purpose

The purpose of this Administrative Guide is to provide pertinent information to all agencies providing employment services to offenders on the advanced training program currently being offered for the Offender Workforce Development Specialist (OWDS). This program is designed to meet all course requirements for certification as a Global Career Development Facilitator (GCDF) through the National Board of Certified Counselors (NBCC) Center for Credentialing and Education, Inc. (CCE). Each participant must satisfactorily complete all competency areas in order to meet the course requirements for certification. See *Job Descriptions*, Appendix A.

## Description

Training for the OWDS is a 177-hour training program. The training program consists of three blocks; each block is 4½-days or 36-hours in length for a total of 108-hours of classroom instruction. Additionally, there are approximately 69-hours of practicum and homework assignments.

The three blocks of training are scheduled approximately 30-days apart to allow participants to return to their local jurisdiction and take care of critical job responsibilities. However, the intervals between classroom sessions are to be used to complete practicum and reading assignments. Therefore, a thorough discussion should be held between the trainee, administrator, and supervisor on how to balance current workload requirements with the OWDS training requirements.

## Added Program Benefits

The NIC competency-based training program is endorsed by the National Career Development Association (NCDA). Upon completion of the program, participants are eligible to apply for nationally recognized GCDF certification from the CCE ([www.cce-global.org](http://www.cce-global.org)). The OWDS Training Program may be applied toward Continuing Education Units (CEUs) and may qualify for college credit toward a bachelor or master's degree.

## Program Objectives

The objectives of the program are to:

- Assess the current skills of participants related to workforce development and career facilitation and identify areas for improvement;
- Enhance the participant's current skills and assist in developing new skills related to workforce development and career facilitation;
- Prepare a team action plan for conducting OWDS training for practitioners who provide employment services to offenders, and ex-offenders, in state and local jurisdictions.
- Prepare participants to train other practitioners who provide employment services to offenders, and ex-offenders, in order to increase their basic skills in the areas of workforce development/career facilitation.

**NOTE:** Basic skills training modules, each approximately 1½- to 2½-hours in length will be provided for each team member in order to train others in their jurisdiction.

## Costs

The National Institute of Corrections pays for registration fees, training costs and materials, food, lodging, and travel to and from the participant's agency or facility. Participant's are lodged two to a room unless otherwise specified. See "Participant Information" for detailed information concerning accommodations and meals. Ground transportation and/or upgraded lodging are the responsibilities of the training participant and/or sponsoring agency.

**NOTE:** For Federal employees, NIC pays only for registration fees, training costs, and materials.

## Additional Information

Obtain a standard application and training dates by contacting The National Career Development Association (NCDA) at toll-free telephone 1-866-367-6232 or (918) 663-7060. Written requests may be made by writing to the NCDA or via e-mail: *dpennington@ncda.org*.

National Career Development Association  
10820 East 45th Street  
Suite 210  
Tulsa, OK 74146

Toll-free telephone:  
1-877-367-6232  
or (918) 663-7060

Web site:  
*<http://www.ncda.org>*

For specific information and/or to ask specific questions about the program, please contact:

Shelly Morelock  
National Institute of Corrections  
Office of Correctional Job Training & Placement  
320 First Street, NW  
Washington, DC 20534

Toll-free telephone: 1-800-995-6423, ext. 30485  
or (202) 353-0485  
e-mail: *smorelock@bop.gov*

# Introduction

The National Institute of Corrections (NIC) was created in 1974 to be a center for correctional knowledge and to provide leadership and assistance to the field. 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 programs respond directly to the needs identified by practitioners working in state and local adult corrections.

## Office of Correctional Job Training and Placement

The Office of Correctional Job Training and Placement (OCJTP) was established by the Violent Crime Control and Law Enforcement Act of 1994, and in March 1995 became an integral part of the U.S. Department of Justice, National Institute of Corrections (NIC). The purpose of this legislation was to support the development and improvement of job training and placement programs for adult offenders either in custody or under community supervision, and ex-offenders.

One of the primary functions of the OCJTP is to provide staff the training required to develop competencies in working with adult offenders and ex-offenders relative to job training, placement, retention, advancement, and career assistance. To initially meet this requirement, a basic training program for the Offender Employment Specialist (OES) was developed. The basic training program is available on disk from the NIC Information Center. To request a copy of the program, contact the NIC Information Center at toll-free telephone 1-800-877-1461 or e-mail address: [asknicic@nicic.org](mailto:asknicic@nicic.org).

## OWDS Training Program

Training for the OWDS is an advanced program with a comprehensive curriculum that teaches the participant the necessary skills for providing adult offenders and ex-offenders with information in order to make informed decisions relative to employment, retention, and career advancement. The program is a certified curriculum endorsed by the NCDA and provides an opportunity for participants to meet all course requirements as a Global Career

Development Facilitator (GCDF) through the National Board of Certified Counselors (NBCC) Center for Credentialing and Education, Inc. (CCE). Each participant must satisfactorily complete all competency areas to meet the CCE course requirements for certification.

Completion of the OWDS Training Program can be applied to Continuing Education Units (CEUs) and may qualify for college credit toward a bachelor or master's degree.

## ***Program Design***

Training for the Offender Workforce Development Specialist (OWDS) is a 177-hour training program. The training program consists of three blocks; each block is 4½-days or 36-hours in length for a total of 108-hours of classroom instruction. Additionally, there are approximately 69-hours of practicum and homework assignments.

The three blocks of training are scheduled approximately 30-days apart to allow participants to return to their local jurisdictions and take care of critical job responsibilities. However, the intervals between classroom sessions are to be used to complete practicum and reading assignments. Therefore, a thorough discussion should be held between the participant, administrator, and supervisor on how to best balance workload requirements with the OWDS training requirements.

This training program is designed for six-person teams. In addition to the required competencies, the OWDS training program provides instruction in training other offender employment service providers to increase their basic skill level in the areas of workforce development and career facilitation. Each team will be responsible for developing plans and strategies for providing training in building career facilitation skills to other service providers in their local jurisdiction.

It is expected that training of other offender employment service providers will commence within 4- to 6-months after the team completes the OWDS training program. The curriculum, Building Career Facilitation Skills (BCFS), that will be used by OWDS trained individuals to train other offender employment service providers in their jurisdiction is designed in a stand-alone modular format to maximize the flexibility in training others. Each trainee will be provided instructional materials, participant and facilitator manuals, and visual aid originals that may be duplicated for use in training others at the state, regional, and/or local level.

## ***Program Competencies***

The OWDS training program addresses the 12 required Global Career Development Facilitator (GCDF) competencies in the following 11 modules. These modules also meet the requirements of the National Board of Certified Counselors (NBCC) Center for Credentialing and Education, Inc. (CCE) for certification as a GCDF.

### **Career Development Theory and Application**

Participants will receive thorough knowledge of four career theories that may be used to assist offenders with job choice, career planning, and transition.

### **Understanding and Using Facilitation Skills**

Participants will learn a set of communication skills, such as attending, listening, reflecting, encouraging, and questioning, that can be used to create an environment in which an OWDS efficiently and effectively assists offenders with job placement and career planning.

### **Role of Assessment in Career Planning and Job Placement**

Participants will be trained in a variety of assessment tools and techniques that can be used with offenders and skills to administer and interpret Level A instruments.

### **Instruction and Group Facilitation**

Participants will learn skills for providing group instruction and facilitation of activities and interactive exercises.

### **Designing and Implementing Training and Work Development Services**

Participants will learn the basic principles of program planning and implementation – including evaluation, promotion, and public relations – and the skills to apply this knowledge to the development and delivery of broad-based programs for offender populations and training of professionals in career facilitation skills.

## **Barriers to Employment**

Participants will receive training in identifying barriers characteristic of offenders upon transition to the community and skills to identify ways to remove and/or minimize these barriers.

## **Ethics and the Career Development Facilitator**

Participants will know and commit to abide by the GCDF Code of Ethics to include recognizing appropriate role boundaries related to training and scope of practice. See Appendix B.

## **Transition Interventions for the Offender Population**

Participants will be presented with the types of interventions that can be used with offenders as they make the transition to full or part time employment, including the development of goals and action plans.

## **Job Seeking and Employability Skills**

Participants will learn how to access labor market information and obtain knowledge in pre-employment preparation, job search and job retention, and how to teach these skills to offenders.

## **Job Retention**

Participants will understand the importance of job retention as a primary factor in reducing recidivism, obtain skills for identification of interventions with the potential to improve offender job retention, and teach these skills to offenders.

## **The Role of Information and Computers in Career Planning**

Participants will be able to identify and locate the sources of occupational and educational information available in print and on the internet, and apply the information to assist offenders with job placement and career planning.

## ***Program Outline***

Classroom training is set up in a unique 3-week program. Training sessions are separated by approximately 30-days each to allow participants to return to their local jurisdictions to take care of critical job responsibilities and personal affairs. An example of the program outline follows.

### **Week One**

- Career Development Theory and Its Application;
- Understanding and Using Facilitation Skills;
- The Role of Assessment in Career Planning and Job Placement;
- Instruction and Group Facilitation.

### **Week Two**

- Designing and Implementing Training and Work Development Services;
- Identifying and Managing Barriers;
- Ethics and the Career Development Facilitator;
- Transition Interventions for the Offender Population;
- Job Seeking and Employability Skills; and
- Job Retention.

### **Week Three**

- Designing and Implementing Training and Work Development Services (continued); and
- The Role of Information and Computers in Career Planning.



## ***Eligibility Requirements***

The eligibility requirements for the OWDS Training Program are listed below.

### **Six-Person Team**

Participants must apply for the program as a member of a six-person team. Individuals applying alone, not as part of a team, will not be accepted for training consideration. Each team must be sponsored by a primary and a co-sponsoring agency. See “Responsibilities” for primary and co-sponsoring agencies.

### **Team Composition**

The exact composition of the team can be determined by the lead agency. However, each team member must be from an organization within their local or state jurisdiction that directly or indirectly provides one or more of the following: offender employment and job skills training, job placement and retention services, or career counseling.

A team may be composed of employees from the same organization. However, partnerships with multiple organizations are strongly encouraged. Organizations where these services are provided may include, but are not limited to, colleges, jails, prisons, community corrections’ facilities, private nonprofit organizations, Department of Labor, including One-Stop Career Centers, Department of Vocational Rehabilitation, Department of Veterans Affairs, etc.

### **Participants**

All participants must have the education and experience to qualify for certification or provisional certification as a GCDF. Refer to *NBCC CCE Certification Requirements* for the minimum combination of education and experience required for certification.

It is preferred that one member of the team hold a master’s degree in counseling (e.g., educational psychology, vocational rehabilitation, counselor education, or related field). In lieu of this, the proposal/supplemental information accompanying the team application must include a documented arrangement whereby the team can regularly seek advice and/or guidance, supervision, or consultation. The NCDA may recommend an individual who can serve in this capacity.

# **NBCC CCE Certification Requirements**

Each Participant is strongly urged to apply for certification as a Global Career Development Facilitator (GCDF) through the National Board of Certified Counselors (NBCC) Center for Credentialing and Education, Inc. (CCE). A combination of education, training, and experience is required to obtain certification. The OWDS Training Program is designed to prepare individuals to meet the training requirements for this certification. Participants are responsible for obtaining and maintaining GCDF certification. Information can be obtained from the CCE or the National Career Development Association (NCDA).

## ***Education and Work Experience***

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

### **Graduate Degree and 1,400-Hours**

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

### **Bachelor's Degree and 2,800-Hours**

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

### **Two Years of College Credit and 4,200-Hours**

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

### **High School Diploma or GED and 5,600-Hours**

Four years of professional experience is equivalent to approximately 5,600-hours. It is possible for an individual without a college level education to become certified if the individual has approximately 4-years of eligible work experience. All eligible work experience must have been completed after the individual completed high school or after receiving a GED certificate of completion.

## **Training**

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

- Addresses at a minimum the competencies required for GCDF certification;
- Includes 120 contact hours of training by a CCE approved provider; and
- Is approved by the Center for Credentialing and Education, Inc.

*The OWDS Training Program offered by the National Institute of Corrections exceeds these requirements. The required 12 competencies are contained in the 11 OWDS modules.*

## **Code of Ethics**

The applicant must carefully read and agree to follow the GCDF Code of Ethics located in the appendix of this document.

## **Consultation/Supervision**

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

# GCDF Certification: A Four Step Process

There are four steps in the certification process. These steps include completing the documentation, submitting the documentation, reviewing the documentation, and receiving certification.

## 1. Completing the Documentation

Complete the GCDF Certification Application and the Experience Form. A copy of the form will be provided during training.

## 2. Submitting the Documentation

Submit the completed forms in Step 1, along with an official copy of your college transcript to show the number of hours (years) completed or degree earned, and your OWDS Training Program certification to verify that the required training has been successfully completed.

The current fee for a full 5-year certification is \$100.00. This fee is subject to change at the discretion of the CCE. Participants are encouraged to contact the CCE directly for verification of payment before submitting the application packet. Once all documents have been completed and signed, send the application packet and payment for certification to the CCE.

**Note:** Participants who do not meet the required competencies but who have attended the OWDS Training Program will receive a certificate of attendance, but will not be eligible for OWDS/GCDF certification.

## 3. Documentation Review

The CCE review and approval process normally takes 4- to 6-weeks. If additional information is needed, the participant will receive written notification.

## 4. Certification

Once approved, the applicant will receive written notification of certification, and the certificate will be sent to the applicant shortly thereafter.

Completed applications should be sent to:

Center for Credentialing and Education, Inc.  
P.O. Box 65860  
Charlotte, NC  
28265-0860

Toll-free: 1-877-773-7462  
or (336) 547-0607

Web site:  
<http://www.cce-global.org>

## Provisional Certification

If the applicant does not meet the training or work experience requirements, it is still possible to receive a 2-year provisional certification.

- 1. Applicant Meets Work Experience and Education Requirements but Does NOT Meet Training Requirement**

Applicant must complete the required training and apply to have the certification upgraded.

- 2. Applicant Meets Training and Education Requirements but Does NOT Meet Work Experience Requirement**

Complete the required hours to meet the work experience requirement and apply to have the certification upgraded.

## *Fee for Provisional Certification*

The current fee for a 2-year provisional certification is \$75.00. At the end of the 2-years, the fee to renew one's status and upgrade to a 5-year certification is \$35.00.

Fees are subject to change. Therefore, participants are encouraged to contact the CCE at toll-free telephone 1-877-773-7462 or (336) 547-0607 to verify the fees for certification.

## Annual Update and Maintenance Fee

On an annual basis, GCDFs must attest that they have sought consultation at times when they may have had concerns, questions, or doubts whether they were practicing outside their areas of competency or training. Additionally, facilitators must annually review and attest that they have adhered to the GCDF's Code of Ethics. These two requirements are part of the statement that is submitted along with the annual \$25 maintenance fee. This fee is subject to change at the discretion of the CCE.

Depending upon the original certification date, individuals will receive an invoice from the CCE for the annual maintenance fee. If an invoice is not received, contact the CCE for information.

## Recertification Process

To extend certification after the initial 5-year period, it is necessary to complete 75 contact hours of continuing education or training during the 5-year period that the certification was held. The 75-hours of training can consist of workshops, in-service training, conferences, or formal course work. The training received must relate directly to one of the competencies defined for this position. However, individuals may submit a request to have up to 15-hours of education or training that are not related to the competencies as part of their 75 contact hours. The Center for Credentialing and Education, Inc. (CCE) may require written proof of completion of the continuing education or training.

NIC's Office of Correctional Job Training and Placement (OCJTP) may provide some of the training that GCDFs can complete to meet the requirements for continued certification. This training is primarily through conference workshops, distance learning, Academy based and/or on-site training.

## NIC Program Participants

Individuals completing the OWDS training program are asked to apply for and obtain certification or provisional certification as a GCDF. Once certified, a record of certification and provisional certification is maintained by the NCDA.

Application forms for certification and additional information will be provided during training.

# Responsibilities

The responsibilities associated with the OWDS Training Program fall into the following categories: A) NIC's OCJTP, B) Primary Sponsoring Agency, C) Co-sponsoring Agency, D) Six-Person Team, and E) Participant Responsibilities.

## A. NIC's OCJTP

The following outlines the responsibilities of the OCJTP before, during, and after the participant completes the OWDS Training Program.

### 1. *Before Training Begins*

NIC will provide transportation to the training site by airline ticket, train ticket, or mileage reimbursement; food and lodging; and pre-training materials for each trainee. Federal government employees are responsible for their own transportation, food, and lodging; however, Federal government employees will not be charged for tuition and materials.

See "Participant Information" for detailed information concerning training costs.

### 2. *During Training*

NIC will provide 108-hours of on-site competency-based training related to offender workforce development and training materials for each trainee. Additionally, NIC will monitor approximately 69-hours of required assignments (reading, writing, and practicum) to be completed during and between the weeks of formal training. NIC will also provide information on eligibility and application processes for obtaining college credit (B.S. or M.S.), Continuing Education Units (CEUs), and information on acquiring GCDF certification, as well as, information on maintaining individual certification.

### 3. *After Training*

As funding permits, NIC will provide additional training opportunities that meet, in-part, the requirement for continuing education credit to maintain certification as a GCDF.

Training for the OWDS is a 177-hour training program.

NIC provides 108-hours of on-site competency-based training related to offender workforce development and training materials for each trainee.

There are an additional 69-hours (approximately) of required assignments that the trainee is expected to complete during and between the 3 blocks of formal training.

NIC will provide, through the NIC Information Center, current information in the area of offender employment services. This information is to be used to update the Building Career Facilitation Skills (BCFS) modules used to train other offender employment service providers in order to increase their basic skill level in workforce development and career facilitation. The availability of additional training information will be announced on the NIC Web site, [www.nicic.org](http://www.nicic.org), under the Office of Correctional Job Training and Placement (OCJTP).

Using refurbished computers donated by the Federal Bureau of Prisons, Federal Prisons Industries, UNICOR, NIC may, based on financial need, provide each sponsoring agency with a computer to support offender workforce development. The computer must be dedicated (100%) to the support of offender workforce development.

NIC will evaluate the process and outcomes of OWDS training and maintain a Web site to facilitate a national network of OWDS professionals.

## **B. Primary Sponsoring Agency**

### **1. Required**

The primary sponsoring agency (public corrections organization) will coordinate and collaborate with other Chief Executive Officers (CEOs) from co-sponsoring agencies within their respective jurisdiction (i.e., jails, prisons, community corrections, private nonprofit organizations, Department of Labor, including One-Stop Career Centers, Department of Vocational Rehabilitation, Department of Veterans Affairs, etc.) for the purpose of sponsoring a training team for NIC's OWDS training program. Additionally, the agency will recommend for NIC's consideration a six-person team. Preferably, the team leader will hold a master's degree in counseling (i.e., educational psychology, vocational rehabilitation, or related field).

The primary sponsoring agency will provide resources to the OWDS team to provide training to offender employment service providers in their respective jurisdictions upon completion of NIC training (i.e., facilities, duplication of training materials, lodging, meals, and transportation). The primary sponsoring agency will allow the OWDS team to initiate training for other offender employment service providers in their respective jurisdiction within 4- to 6-months after the the team completes OWDS training.

The primary agency is also required to support NIC's efforts to evaluate its training effectiveness based on NIC developed evaluation instruments by providing requested data and information. NIC will follow-up with agencies relative to individual trainees' and the team's job performance. The agency will support the trainees' application of skills, knowledge, and abilities as



OWDSs, and assist the team with balancing current workload requirements with OWDS team training requirements.

## **2. Desirable**

It is desirable that the primary sponsoring agency support, in-part, the continuing education of OWDSs in order to meet the requirements to maintain certification as a GCDF. The agency should incorporate within pre-service training for all agency employees an overview of offender workforce development, and pursue incorporating the job description for the position of OWDS into the organization's formal job classification system.

# **C. Co-Sponsoring Agency**

## **1. Required:**

The co-sponsoring agency is required to coordinate and collaborate with the CEO of the primary sponsoring agency (public corrections' agency) for the purpose of sponsoring a team for NIC's OWDS training. The co-sponsoring agency is required to support NIC's effort to evaluate its training effectiveness by providing requested data and information on individual trainees' job performance, the benefit of OWDS training to the organization, and to support the trainee's application of skills, knowledge, and abilities as an OWDS.

Additionally, the co-sponsoring agency is required to provide resources (i.e., facilities, duplication of training materials, lodging, meals, and transportation) in collaboration with the primary sponsoring agency and other co-sponsoring agencies within the jurisdiction, for the team of OWDSs to provide training to offender employment service providers upon completion of the NIC training. The co-sponsoring agency must support the teams' training of offender employment service providers to increase their basic skill level in the areas of workforce development/career facilitation in their respective jurisdiction within 4- to 6-months after the team completes the training program.

The co-sponsoring agency will ensure that the individual team members meet the required combination of work experience and education for GCDF certification or provisional certification, provide team members access to a computer in order to complete assignments between training sessions, enforce trainees' attendance at all three scheduled training weeks barring any unforeseen medical emergencies, encourage and support trainees' certification as a GCDF through the CCE, and ensure that team members have sufficient time to balance current workload requirements with the OWDS training requirements and complete the skill-based practicum (practical assignments) between training sessions.

## 2. Desirable

It is desirable for the co-sponsoring agency to support (in-part) the continuing education requirements for OWDSs maintaining certification as a GCDF, incorporate within pre-service training for all agency employees an overview of offender workforce development initiatives, pursue incorporating the job description for OWDSs into the organization's formal job classification system, and assist OWDSs with obtaining, through the agency, materials considered desirable and useful in providing career planning services.

**Note:** NIC will pay the cost of all materials for each OWDS trained by NIC that are considered *essential*.

## D. Six-Person Team

### 1. Required:

The six-person team is required to develop action plans, strategies, and processes as a team before, during, and after OWDS training to train other offender employment service providers in their respective jurisdictions on basic skill areas of workforce development/career facilitation (BCFS).

Stand alone Building Career Facilitation Skills (BCFS) training modules will be provided for OWDSs to train other employment service providers in their jurisdictions.

The team is required to coordinate and collaborate with other agencies to secure the necessary resources (i.e., facilities, duplication of materials, transportation, etc.) for the provision of training to offender employment service providers in their respective jurisdictions. Training BCFS modules for training other offender employment service providers will be provided by NIC.

The team must support NIC's effort to evaluate its training effectiveness related to enhanced team skills and knowledge by providing requested data and information relative to the team's job behavior, job performance, and benefit to their respective organizations. Also, the team is required to maintain the BCFS modules by incorporating current information provided (in-part) by NIC's OCJTP.

### 2. Desirable:

It is desirable for the team to develop and maintain a local network of offender employment service providers.

## E. Participant

### 1. Required

The participant is required to fund local transportation costs from the participant's residence or point of departure to the airport, and from the airport to the training site. The participant is expected to reside at the training site for the duration of the training program, and attend all three scheduled training weeks barring any unforeseen medical emergencies.

The participant is required to meet the combination of work experience and education required for GCDF certification or provisional certification, attend and actively participate in the 108-hours of onsite classroom instruction, and complete approximately 69-hours of out-of-class assignments (practicum and homework) before, during, between, and after the formal weeks of training as required for GCDF certification.

The participant is expected to fully support NIC's effort to evaluate its training effectiveness related to enhanced skills and knowledge. In order to accomplish this objective, the participant is expected to provide requested data and information relative to the participant's job behavior, job performance and benefit to the organization, and to meet all training competency requirements.

The participant is required to contribute as a team member toward the planning, organizing, managing, and acquiring of training resources to train other offender employment service providers in their respective jurisdictions. Participants are strongly encouraged to apply for, acquire, and maintain GCDF certification or provisional certification through the NBCC CCE, Inc.

Participants are strongly encouraged to apply for, acquire, and maintain GCDF certification or provisional certification through the National Board of Certified Counselors, Center for Credentialing and Education, Inc. (NBCC CCE, Inc.)

### 2. Desirable

It is desirable for the participant to complete all the necessary requirements to receive college credit and/or CEUs for the OWDS training on an as needed basis. It is also desirable for the participant to purchase recommended OWDS training materials considered *useful* and *desirable* in providing career planning services and use current technology to provide job placement and career planning services. The NIC Information Center may have useful and desirable materials for career planning services which would be available, "on loan," to the OWDS. Contact the NIC Information Center for additional information on their services at toll-free telephone 1-800-877-1461.

**Note:** NIC will pay the cost of all materials that are considered *essential* for each individual OWDS attending training.

# Application Process

Individual, team, and computer application forms may be requested from and must be returned as a complete packet to:

National Career Development Association  
10820 East 45th Street  
Suite 210  
Tulsa, OK 74146  
Toll-free telephone: 1-800-367-6232 or (918) 663-7060

## ***Individual Application (Form A)***

Each individual team member must submit to the primary sponsoring agency (public corrections organization) an individual application and supplemental information signed by the CEO representing the co-sponsoring agency. Co-sponsoring agencies are defined as all agencies represented by a team member. All individual applications must accompany the team application submitted by the primary sponsoring agency to the NCDA.

One to two pages of supplemental information should accompany individual applications. This information should describe:

1. The applicant's current and/or proposed duties;
2. The applicant's position within the sponsoring agency which may also be shown on the agency's organizational chart; and
3. The applicant's experience as a trainer or training that the applicant has provided.

**As a condition for consideration, the CEO of a co-sponsoring agency agrees to:**

1. Nominate applicants based on their ability to meet the education and experience requirements for GCDF certification or provisional certification by the CCE;

## ***Team Application (Form A) continued***

2. Nominate applicants based on the candidate (individually or as a member of a team) being in a position to affect and document improvements in the organization based on this NIC training opportunity;
3. Agree to collaborate and coordinate with other co-sponsoring agencies as necessary to support the training team's efforts to plan, develop, manage, and evaluate the provision of training in the jurisdictions of other offender employment service providers by the trained OWDS team of facilitators;
4. Agree to support trainees' application of skills, knowledge, and abilities as a Offender Workforce Development Specialists;
5. Agree to fully participate in NIC's efforts to evaluate the impact of its' training efforts.

### **As a condition for consideration, the applicant from a co-sponsoring agency agrees to:**

1. Apply for GCDF certification or provisional certification through the CCE based on meeting the education and experience requirements;
2. Fully participate in this program and complete all pre-training and post-training assignments, practical assignments and evaluation instruments;
3. Reside at the training site for the duration of the training program;
4. Attend all three scheduled training weeks barring any unforeseen medical emergencies;
5. Coordinate and collaborate with other agencies to secure the necessary training resources to provide training to other offender employment service providers; and
6. Acquire access to computers with CD-ROM capability for practicum assignments, as necessary.

## ***Team Application (Form B)***

The primary sponsoring agency **must be a public corrections organization**. The CEO of the agency is responsible for the submission of all information requested for training consideration. Failure to submit all information in a timely manner, and in its entirety, will be cause for rejection.

### **As conditions for consideration, the CEO of the primary sponsoring agency agrees to:**

1. Nominate applicants based on their ability to meet the education and experience requirements for GCDF certification or provisional certification;
2. Fully support the completion of all pre-training and post-training assignments, practical assignments, and evaluation instruments by participants;
3. Coordinate and collaborate with other agencies to secure the necessary resources to support the OWDS in providing training to other Offender Employment Service Providers;
4. Encourage and support trainees' certification as a GCDF through the National Board of Certified Counselors, Center for Credentialing Education, Inc.;
5. Ensure that team members have access to computers with CD-ROM capability for practicum assignments, as needed;
6. Support trainees' application of skills, knowledge, and abilities as OWDSs. See proposed job description in Appendix A;
7. Support NIC's efforts to evaluate its training by providing requested data and information relative to individual trainees and team job performance and assess the benefits of NIC's training to their respective organizations.
8. The team application form must have a 1- to 3-page, attached proposal (supplemental information) describing:
  - a. The level of commitment by all sponsoring agencies. This includes the number of training programs proposed, the number of trainees to be trained during the first year, etc;

## ***Team Application (Form B) continued***

- b. The resources, staff time, training sites, etc., that will be available for training; and
- c. An action plan that outlines proposed training accomplishments and completion dates.

The attached proposal (supplemental information) should also describe work in progress designed to help offenders find employment, identify needs that currently exist but are not being met, and identify how attending the OWDS Training Program will benefit the organizations involved.

## **Computer Application**

The NIC OCJTP and the Federal Bureau of Prisons, Federal Prison Industries, UNICOR, will make refurbished computers available at **no cost** to each of the agencies sponsoring trainees upon successful completion of training. This provision is based upon availability, justifiable need, and an agreement to utilize the computer solely for the purposes of supporting offender workforce development initiatives.

Each computer system will consist of a Pentium processor, monitor, CD-ROM drive, modem, SVGA video capability, keyboard, and a mouse. The site receiving the computer must install operating system software (Windows 95 or higher) and other software applications as required. NIC and UNICOR reserve the right to reject any request for a computer based on availability or where there appears to be an insufficient justification.

# Program Evaluation

The impact of the National Institute of Corrections' OWDS Training Program will be measured at several levels using an evaluation model, which has two stages and six evaluation objectives. Training may be measured for participant satisfaction, new skills and knowledge, learning behavioral changes on-the-job, and organizational performance results.

## Reactions

By measuring reactions or participant satisfaction, NIC will be able to assess how the participants felt about the training and whether they perceived it to be of value. Participant satisfaction will be measured three times during the program, once after each week of classroom instruction.

Each participant will be asked to complete an evaluation form after each week of training. Feedback on the program and its value to participants will be collected systematically. This data will then be carefully reviewed, analyzed, and tabulated.

Additionally, participants will be asked for reactions to the curriculum content and presentation methods at different intervals throughout the program. These reactions will be used to make necessary adjustments to the presentation style, pace, delivery, and content of the program. Concerns raised during this time will be addressed by the training coordinator and the instructors.



# Learning

Participant reactions to the program are important and will be used to assess the delivery and content of the program. However, an equal criterion of the program's effectiveness is the acquisition of new skills and knowledge. By measuring the skills and knowledge of participants during training, NIC will be able to identify the extent to which new skills and knowledge are being developed during training. Several strategies are planned for collection of data related to this criterion.

1. Pre-class reading assignments provide participants with a comprehensive overview of the content that may be addressed in greater depth in the class sessions. Mastery of these reading assignments will be tested using multiple-choice quizzes administered on a daily basis. The scores from these quizzes are tabulated to determine participants' overall comprehension of the material.
2. The classes include exercises and activities that require the participants to apply the concepts and solve problems related to them. Instructors will observe those activities to assess the level of skill achieved by individual participants.
3. Knowledge of content material related to the competencies will be measured through a training pretest and a final exam (post-test).
4. During the practicum assignment, participants will be expected to conduct, and videotape, an hour of formal instruction. NIC staff will evaluate videotapes to assess participants' skills in training and curriculum instruction.

NIC documents the scores on quizzes, scores on a participant's pre-test, post-test, and instructor observations of role-plays, activities, and video taped training will provide information about the degree to which participants' have increased their knowledge and skill set. **An overall score of 70% is required to successfully complete the training program.**

The training program uses multiple instructors to teach OWDS training content. On any given day there will be 2 to 3 instructors and a class coordinator in the classroom. While one instructor will have primary responsibility for instructing a module, the others will assist with exercises and activities. Participants will receive intensive coaching and guidance from these instructors throughout the program.

# Behavior

During training, participants learn the skills necessary for self-improvement and develop the skills required to teach other professionals how to effectively assist offenders and ex-offenders in exploring career opportunities, and obtaining and retaining employment. As part of the application process, participants agree to schedule and conduct training programs for other offender employment service providers using the BCFS modules and skills acquired during the training program. By sending out follow-up questionnaires, NIC is able to measure changes in the workplace by tracking the actions of program participants after they return to their home agencies. This allows NIC to assess whether the skills acquired during training are being applied.

As part of the training program, participants develop an action plan that describes in detail how they will conduct training for offender employment service providers in their agencies using the supplied BCFS modules. This action plan outlines where the training will take place, when it will occur, who the trainers will be, and how many people will be trained. Participants will submit a copy of their action plans before the training program ends.

NIC maintains a file of the action plans. At periodic intervals, a questionnaire may be sent to program participants requesting a progress report on the completion of their action plans. Additionally, the National Institute of Corrections tracks the number of participants who apply for, and receive, certification from the CCE. This information is used as part of the evaluation process.

# Results

The National Institute of Corrections will, at random, contact organizations whose employees have participated in the OWDS training to measure the benefits of the training to the participants' organization. For example, the evaluation plan may collect information about organizational units where employees have completed training and those where employees have not completed the training. Data from these two samples is used to determine the level of improvement in the quality and quantity of employment-related services after the participant has had the opportunity to apply the knowledge, skills, and abilities acquired during training.

# Program Announcements and Selection Process

## Announcements

The OWDS Training Program is announced annually in the annual NIC Service Plan. In addition, announcements will be made through NIC brochures, conference workshops, training programs, and technical assistance.

The annual NIC Service Plan is available upon request from the NIC Information Center, and also can be downloaded from the NIC Web site at [www.nicic.org](http://www.nicic.org). To request a Service Plan, contact the NIC Information Center at toll-free telephone 1-800-877-1461 or (303) 682-0213. Requests made via e-mail should be sent to: [asknicic@nicic.org](mailto:asknicic@nicic.org).

Those desiring information (information packet and standard application forms) about OWDS training should contact the NCDA at toll-free telephone 1-866-367-6232 or (918) 663-7060. Written requests for information should be sent to: The National Career Development Association, 10820 East 45th Street, Suite 210, Tulsa, OK 74146, or e-mail address: [dpenn@ncda.org](mailto:dpenn@ncda.org).

For an annual NIC Service Plan, contact the NIC Information Center

Toll-free telephone:  
1-800-877-1461  
or (303) 682-0213

Web site:  
[www.nicic.org](http://www.nicic.org)

E-mail:  
[asknicic@nicic.org](mailto:asknicic@nicic.org)

For information on OWDS training, contact NCDA.

NCDA  
10820 East 45th Street,  
Suite 210  
Tulsa, OK 74146

Toll-free telephone:  
1-800-367-6232  
or (918) 663-7060

Web site:  
[www.ncda.org](http://www.ncda.org)

E-mail:  
[dpenn@ncda.org](mailto:dpenn@ncda.org)

## Selection

NIC is fully committed to equal employment opportunity and prohibits discrimination based on race, color, religion, sex, age, disability, or national origin, and recognizes the responsibility of every employer to have a workforce which is representative of our nation's diverse population. Therefore, a criterion for team selection for OWDS training is the diversity represented by the team. NIC reserves the right to reject team applications that in its judgement do not adequately represent a diverse workforce.

Selection of teams from jurisdictions is by invitation only. The selection is based largely on a review of the team's application, the application of each individual, and the requested proposal and/or supplemental information. The NIC Review Team applies the following criteria in its selection process.

1. The primary sponsor must be a Federal, state, or a local correctional agency (ie., jails, prisons, community corrections) which provides direct or indirect offender job training, placement services, retention services, or career counseling services.
2. The composition of the training team must represent a diverse workforce.
3. The proposal must reflect a high degree of coordination and collaboration with other agencies that have committed to co-sponsor the team, as applicable.
4. The proposal should include one or more existing partnerships between co-sponsoring agencies, as applicable.
5. The sponsoring agencies convey their readiness, willingness, and capability to provide training to other offender employment service providers in their jurisdiction using the OWDS trained team of facilitators and the training materials supplied.

# Participant Information

## Training Costs

Responsibilities for training costs are shared by NIC and the participant. An overview of NIC Responsibilities and Participant Responsibilities follows.

### ***NIC Responsibilities***

Except for ground transportation to and from the training site, and the cost of upgrading to a single room (should a participant choose to do so), NIC will pay for the following training costs for each participant:

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

**Note:** Federal Government Employees are responsible for their own transportation, food, and lodging. There is no cost to Federal Government Employees for tuition and training materials.

### ***Participant Responsibilities***

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

- All ground travel between the participant's home or agency and point of departure (airport, train station, etc.) while traveling to and from the training site;
- All ground travel to and from the training site between the participant's arrival point (airport, train station, etc.) and the NIC training site;

- Additional costs incurred during training (airport parking, rental car, upgrade to a single room, laundry, additional meals or beverages, movies, internet access, telephone charges, etc.). **When you check in, the hotel will request a personal credit card or cash deposit to cover these charges.**

## Accommodations and Meals

NIC reserves and pays for lodging and meals for each participant in the training program. All participants are required to reside at the scheduled training site. The informal discussions and information exchanged with other participants outside of the classroom are considered an important element of the overall training experience.

Participants are lodged two to a room (two double or larger beds) and are paired by gender as well as smoking or non-smoking preferences. Participants who require special accommodations, must request them upon acceptance to the program.

Participants from the local area are expected to spend the night before the class begins at the hotel. In the event that the class begins in the evening, local participants are expected to arrive prior to dinner (usually served at 5:30 p.m.).

Customarily, meals are eaten with the other participants in a restaurant, cafeteria, or in an area set aside from the general public. In general, a buffet or a minimum of two entrees will be offered. Information on meals and meal arrangements will be discussed during training.

Two breaks for refreshments are scheduled each day during class time. If you require a special diet, you must request it upon acceptance to the training. Please be specific as to your dietary requirements.

**Note:** Upon arrival, the hotel will request a personal credit card or cash deposit to cover any additional charges incurred during your stay. Participants who prefer single room accommodations should contact the hotel and make their reservations as early as possible. On the last day of training, participants must be checked out of the hotel before the hotel's designated checkout time and pay for any personal charges incurred.

## Travel

Persons selected to attend NIC training are permitted to select their means of transportation to the training site, subject to the following conditions.

## ***Travel by Air or Train***

- NIC's authorized travel agency will issue one round-trip airline ticket (or train ticket at a cost not to exceed our air cost) from a departure point near the participant's home to the arrival point nearest the training site.
- The ticket is not, under any circumstances, transferable to any other party. If your plans change and you will not attend the training, participants must notify NIC's authorized travel agency so they can credit NIC's account. If you have a paper ticket, it must be returned to the NIC Academy.
- Changes to airline or train travel reservations may be made by contacting the designated NIC travel agency. The change must not affect the participant's attendance at any session of the training program. Participants are responsible for any increased cost and travel agency fees that result from changing their reservations.
- All airline tickets are purchased on a Government account that will not allow any additional charges to be added. Refunded tickets automatically return to NIC's Government account.

## ***Travel by Personal Automobile***

Participants who live more than 50 miles (one-way) from the training site and choose to drive their personal vehicle instead of using air or train transportation must receive approval from the NIC Academy ***prior*** to their travel. Authorized participants are eligible for mileage reimbursement for one round-trip to and from the training location regardless of the number of participants in the vehicle.

Mileage reimbursement will be the lesser of:

1. The Government rate or special fare the Academy would have paid for the lowest cost common carrier (usually air travel), or
2. The rate of reimbursement for driving a personal vehicle (round-trip) that is consistent with Federal guidelines. Claim forms will be furnished by NIC for mileage reimbursement. However, the forms must be submitted by the participant to the NIC accounting firm for payment. The address will be shown on the form.

## ***Travel for Local Participants***

Participants who live within a 50-mile radius of the training site are considered to be local participants and will not be reimbursed for mileage.

## ***Ground Travel to Training Site***

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

Participants who choose to rent a car are advised to reserve the car well in advance of their actual travel date. All car rental expenses are the responsibility of the participant.

## **NIC Policies**

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

## **Dress/Personal Items/Luggage**

Casual dress is considered appropriate for the classroom. Slacks, pantsuits, and comfortable shoes are acceptable for this program. Casual dress does not include athletic garb, cutoffs, shorts, beach attire, sandals, flip-flops, etc. Sports clothing with a casual appearance should be considered the minimal level of acceptable dress. Since the classrooms are sometimes cool, it is advisable to bring a sweater.

There may be a short walk between the hotel and classrooms. Check the local news or weather channel for climate projections.

Participants are advised to bring whatever personal items they will need (or want) during their stay at the hotel. Such items include toiletries, athletic wear, swimming apparel, and other personal items.

Each participant will receive a binder (3" to 4") of materials to take home in addition to several books. Plan luggage space for these, and possibly additional materials. NIC will not mail the training materials.



## Medical and Athletic Services

No medical services are provided at the training site. The NIC staff can assist you in making arrangements for any necessary medical treatment during training.

Medical expenses are the participant's responsibility.

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

## Medical Emergency

It is critical to ensure the successful completion of the training program that every participant attends the full 3-weeks of classroom training. Should a medical emergency arise causing a participant to miss more than a few hours of classroom instruction, the participant may not be able to continue with the training program. Should a participant miss a week of instruction, the participant would not be able to complete the program.

Medical emergencies resulting in missed classroom participation will be handled on a case-by-case basis. Whether a participant is permitted to continue with the training program will be at the discretion of NIC.

## Participant Contact During Training

Participants are asked to use the hotel phone number as their contact number. Unless it is an emergency, telephone contact during classroom hours is not permitted. The address and telephone number for the hotel will be included in the participant's letter of confirmation.

Additionally, participants are asked to refrain from contacting their home agencies during the training program. Pagers and telephones are required to be turned *OFF* or left in a *vibrate only* status during classroom hours. Telephone calls may be returned during the breaks *only*. If an emergency arises during training, contact the NIC staff.

NIC prefers that participants not be accompanied by family or friends during training as this tends to distract participants from the learning environment. There may be evening class events, and participants are expected to devote their full attention to the training program.

# Course Requirements

OWDS training is a labor intensive program, both in classroom content and in the homework and practicum activities required outside the classroom. It is critical for participants to negotiate with their supervisors the time needed during the overall 60-day period (approximately 30-days each) between training sessions to ensure that the practicum and homework requirements are fulfilled. Course requirements fall into two main areas, Participant Requirements and Team Requirements.

**An overall grade of 70% is required to successfully complete the training program.**

## *Participant Requirements*

### Competencies

Participants must negotiate with their supervisors sufficient time during the overall 60-day period (approximately 30-days each) to complete the skill-based practicum and homework between training sessions.

As with any NIC training, participants are required to attend all the formal classroom training. This is scheduled as three separate 1-week training sessions (108-hours). During each week of training, participants will have outside homework assignments. These may include reading resource materials, action planning, meetings with team members, practicing skills, and presentation preparation. Before training begins, participants are required to complete a reading assignment (approximately 1-hour). Participants may expect to complete additional assignments outside the classroom.

### Training for Trainers

The training program is designed to provide instruction to participants on how to train other offender employment service providers in their jurisdiction on the basic skills of offender workforce development/career development facilitation. As part of the program, a videotaped training presentation is required of each participant. Preparation and delivery, and videotaping of the individual presentations will be done outside of the formal class time. Videotapes and training documentation will be submitted to NIC for review and feedback.

### Practicum Assignments

During the 30-days (approximately) between the formal weeks of classroom training, participants are required to complete various practicum activities. These may include reading assignments, writing assignments, skill-based assignment such as client interviews (one videotaped), visits/interviews of resource sites, journal entries, completion of assessment instruments, action plan development,

videotaped individual presentation preparation and delivery, and internet navigation.

The practicum assignments are mandatory. They must be completed in order to meet the course requirements for the competencies. The required practicum hours are the most critical pieces of the OWDS training. Based on previous participant feedback, participants should talk with their supervisors about the outside requirements. This prepares both the participants and their supervisors in determining a managed workload and effective time management plan for completion of these assignments.

## ***Team Requirements***

Each team will be responsible for developing an action plan for the provision of training to other service providers upon their completion of the OWDS training. Each action plan will be completed in writing, and a formal presentation of each plan will be conducted during the final week of classroom training.

### **Training Other Service Providers - Action Plan**

During the third week of training, participant teams will receive formal instruction on developing an action plan, and class time will be allocated for the team to develop and document an action plan. The team will be required to develop a plan for training other practitioners in their local jurisdiction. Each member of the team must have a role in developing, implementing, and presenting the action plan. Additional time outside the classroom will be required to fully document and develop the team's action plan. Presenting the action plan during class time is required for program completion.

### **Building Career Facilitation Skills - Training Other Practitioners**

During the OWDS Training Program, each participant will receive a Building Career Facilitation Skills (BCFS) CD. This CD will include lesson plans in a modular format, participant materials, and visual training aid originals for duplication. The BCFS manual is provided to assist your team in training other practitioners in your local jurisdictions in basic career facilitation skills.

Each module in the BCFS CD is approximately 1½- to 4-hours in length. The modules are designed to stand alone or one or more may be combined to create a training session. The modules are as follows:

1. Holland Theory and Formal Assessment;
2. Holland's Theory and Informal Assessment;

3. Assisting Offenders with Planning Their Life Roles;
4. Understanding and Using Basic Facilitation Skills (Questions and Reflection);
5. Understanding the Diverse Offender Population;
6. Understanding and Using Basic Facilitation Skills (Manipulation);
7. Instruction and Group Facilitation;
8. Designing and Implementing Training and Work Development Services;
9. Identifying and Managing Barriers;
10. Assisting Offenders with Using Referral Services;
11. Ethics and Scope of Practice;
12. Job-Seeking and Employability Skills (Job Search);
13. Using the Internet to Support the Career Planning Process;
14. Using the Internet for Finding Jobs;
15. Job-Seeking and Employability Skills (Interviewing);
16. Job-Seeking and Employability Skills (Job Club);
17. Job Retention.

# Appendix A

## Job Descriptions

The Office of Correctional Job Training and Placement has identified a comprehensive list of skills, functions, and duties that may be used by agencies to develop job descriptions for the Offender Workforce Development Specialist (OWDS) and Offender Workforce Development Program Manager (OWDPM). It is understood that the typical OWDS and OWDPM positions may not require all of the skills, functions, or duties listed here.

The duties are organized by the competencies represented in the OWDS curriculum. The job descriptions are sample job descriptions. They are meant to serve as a guide to assist agencies with the development of formal job classifications.

### ***Offender Workforce Development Specialist (OWDS)***

The OWDS is responsible for the specific competencies and their related skills required to assist offenders in making informed decisions about vocational occupations and career paths based on the offender's interests, skills, abilities, values, employment objectives, educational and occupational backgrounds, and the realities of the working world. OWDSs may work in settings such as prisons, jails, pre-release facilities, probation offices, parole offices, One-Stop Career Centers, non-profit organizations, or vocational rehabilitation centers.

Depending on the work location, the OWDS may typically be employed as a teacher, case manager, offender employment specialist, probation officer, parole officer, transition specialist, or job counselor. Regardless of the title assigned to the position, the job generally requires individuals to be resourceful, capable of multi-tasking and working under pressure, and have leadership skills and experience.

## **Skill Areas and Functional Responsibilities**

As indicated by the OWDS curriculum, persons in this position require skills in the following areas. Functional duties related to each skill area are also listed.

### **Career Theory**

A thorough knowledge of at least four career theories that can be used to assist offenders with job choice, career planning, and transition. Typical job responsibilities include the application of counseling and career development theories and techniques.

### **Facilitation Skills**

Mastering a set of communication skills, such as attending, listening, reflecting, encouraging, and questioning, that can be used to create an environment in which offenders share relevant personal information to assist the OWDS with providing assistance with job placement and career planning. Typical job responsibilities include:

- Develop and maintain a professional relationship with offenders, employers, community organizations, and other employees;
- Assist offenders with personal adjustment to education, training, job or career placements;
- Communicate effectively with offenders, professionals, and community; and
- Apply skills to assist offenders with career and education decisions.

### **Assessment**

Knowledge of a variety of formal and informal assessment tools and techniques that can be used with offenders and skill to administer and interpret Level A or other instruments for which specific training has been provided. Typical job responsibilities include:

- Administer and interpret (Level A) employability assessments, interest inventories, and aptitude vocational or educational tests;
- Administer, interpret, and personalize assessment data in relation to the career development needs of the offender;
- Collect, organize, and analyze individual offender information through records, tests, interviews, and professional sources; and
- Assess interests, aptitudes, and abilities for education, training, and career opportunities.

## **Design and Implement Work Development Services**

Knowledge of the basic principles of program planning and implementation, including evaluation, promotion, and public relations, and skill to apply this knowledge to the development and delivery of broad-based programs for offender populations. Typical job responsibilities include:

- Organize a program of practical and technical instruction, including demonstrations of skills required; and
- Conduct events (job fairs) that bring employers into contact with groups of offenders.

## **Instruction and Group Facilitation**

Skill to provide instruction to groups and to effectively lead instructional activities. Typical job duties include the following:

- Provide instruction on addressing specific barriers to offender employment;
- Instruct offenders in resume writing, job search, and interviewing techniques;
- Instruct offenders in work-related attitudes and behaviors;
- Instruct offenders about how to enter the world of work; and
- Instruct offenders in assertiveness skills, distinguishing it from aggressiveness.

## **Barriers to Employment**

Knowledge of the many barriers that are characteristic of offenders as they approach the workplace and skill to identify ways to remove and/or minimize them. Typical job responsibilities include:

- Assist individuals in modifying attitudes and patterns of behavior that interfere with job placement and retention by increasing self understanding;
- Assist individuals with intervention strategies for problems with work adjustment and vocational training;
- Assess the need for and provide referral information to auxiliary services to address barriers;

- Provide instruction on addressing specific barriers to offender employment; and
- Provide information on the utilization of community resources addressing barriers to job retention.

### **Diverse Populations**

Possessing knowledge of the many kinds of diversity represented by offenders and has the skill to modify approaches as needed to accommodate this diversity. Typical job responsibilities include:

- Application of knowledge of cultural diversity to work values;
- Application of knowledge of career planning needs for specific diverse populations;
- Application of knowledge of career planning and job placement needs of high profile offenders (i.e., sex offenders); and
- Application of knowledge of gender roles and their impact on work, family, and leisure.

### **Ethics, Scope of Practice, and Consultation**

Possesses thorough knowledge of, and abides by, the GCDF Code of Ethics, including recognizing appropriate role boundaries relative to training and scope of practice.

### **Interventions and Action Planning**

Possesses knowledge of the various methods of intervention that can be used with offenders as they make the transition to work, including the development of goals and action plans. Typical job responsibilities include:

- Interview individuals to determine placement suitability for specific occupations or career paths;
- Create client-driven advancement plans;
- Determine suitable job or career path for, and discuss with, the offender;
- Assist offenders in identifying influences that factor into career decision-making (i.e., family, friends, and finances);



- Assist offenders with an employment objective; a goal-oriented plan to focus attention on steps to advancement;
- Develop contracts/partnerships with offenders;
- Develop plans for family communication and support;
- Provide individual and group services on educational and vocational development;
- Interview individuals and provide educational and vocational guidance;
- Collect information about community opportunities for education and training;
- Assist individuals with developing intervention strategies for work adjustments and vocational training; and
- Assist individuals with identifying motivators to achieve goals and provide offenders with feedback.

### **Career Information and Technology**

Knowledge of the sources of occupational and educational information, the skill to locate this information in print, and on the Internet, and use it to assist offenders with job placement and career planning. Typical job responsibilities include:

- Provide occupational information to enable individuals to formulate realistic educational and vocational plans;
- Research market conditions and labor trends in local, regional, or national area;
- Gather information on job and career factors that may affect morale, motivation, self-sufficiency, and job retention;
- Apply knowledge of employment requirements (i.e., labor laws, licensing, credentialing, and certification);
- Research jobs, industry requirements, and worker characteristics to determine job functions and worker traits;
- Compile and study occupational, educational, and economic information to aid offenders;

- Match offenders with job requirements, utilizing manuals or computerized file searches; and
- Research jobs, industry requirements, and worker characteristics to determine job functions and worker traits.

### **Job-Seeking, Employability, and Retention**

Possesses knowledge and understanding of methods that can be used to find, pursue, and keep a job, and how to teach these skills to offenders. Typical job responsibilities include:

- Identify needs and provide referral to auxiliary services to facilitate job-ready status;
- Instruct offenders in resume writing, job search, and interviewing techniques;
- Review employment application for the offender and be able to evaluate the offender's work history, education, training, job skills, and compensation needs;
- Develop work opportunities that facilitate success for offenders when performing tasks that teach work values;
- Promote and develop employment and on-the-job training opportunities for offenders;
- Assist employers in revising standards that exclude offenders and/or ex-offenders from jobs;
- Identify appropriate jobs in the community for offenders;
- Establish and maintain relationships with local employers to promote consideration of offenders for hire;
- Confer with members of industrial and business communities to determine training needs for apprentice and non-apprentice occupations;
- Contact prospective employers to determine their needs and to solicit job vacancies for offenders;
- Apply skills to assist offenders in understanding the relationship between interpersonal skills and success in the workplace;

- Help individuals to modify attitudes and patterns of behavior that interfere with job placement and retention by increasing understanding of self.
- Pre-interview of the job applicants to select candidates who best meet employer qualifications;
- Review job vacancies and match candidates with job requirements;
- Arrange interviews between employers and candidates to facilitate placement;
- Assist individuals with understanding job duties and responsibilities, compensation and benefits, work schedules and conditions, company and union policies, promotional opportunities, and other related information;
- Evaluate employer selection and placement techniques by conducting follow-up activities;
- Assist offenders with strategies for advancement as part of their employability plan;
- Implement job replacement possibilities as quickly as possible following job loss;
- Complete post-employment follow-up;
- Evaluate offenders' progress on the job on a continuous basis;
- Establish relationships with employees regarding problems, complaints, and progress of recently placed offenders and recommend intervention strategies or corrective actions;
- Act as an advocate on behalf of offenders;
- Identify and implement job retention strategies;
- Maintain relationships with employers;
- Assist offenders with networking in an area of work interest; and
- Model appropriate methods of networking (i.e., review the classified ads, talk with employers, and talk with friends and family members to encourage offenders to take the initiative to network for job placement opportunities).

## ***Offender Workforce Development (OWD) Program Manager***

The OWD program manager is responsible for implementing individual and group programs in career development for specified populations, training and informing staff (i.e., educators, counselors) on the use and application of computer-based systems for career information; planning, organizing and managing a comprehensive career resource center; working as a lead person in developing and implementing career development programs involving collaborative arrangements with other professional staff; preparing budgets and time lines for career development programs; identifying staff competencies needed to remain current in the field of career counseling and development; developing and utilizing record keeping methods; and implement a public relations plan on behalf of the agency's career development activities and services.

### **Skill Areas**

In addition to the skills in the competency areas required of the OWDS, the OWD program manager requires skills in management and program design and implementation. The program manager should possess the skills necessary to plan, implement, and manage career development programs and initiatives in a variety of settings and remain current in the requirements of today's changing labor market. Typical job responsibilities include the following:

- Design career development programs;
- Conduct needs assessment and apply evaluation techniques and practices;
- Possess knowledge of organizational theories, including diagnosis, behavior, planning, organizational communication, and management, that are used to implement and administer career development programs;
- Utilize knowledge of leadership theories, evaluation, feedback approaches, organizational change, and decision-making and conflict resolution approaches;
- Apply professional standards for accreditation and program development purposes;
- Evaluate personal and environmental barriers affecting the implementation of career development programs;

- Use computers for forecasting, budgeting, planning, communicating, policy analysis and resource allocation;
- Analyze educational trends and state and federal legislation that influences the development and implementation of career development programs;
- Implement a public relations strategy to promote the development and improvement of career development activities and services;
- Convey program goals and achievements to key leaders in the community;
- Consult with influential parties such as employers, community groups, and the general public to obtain and convey information on offender workforce development;
- Establish links with community-based organizations that engage the community in the provision of support services crucial to successful offender reintegration;
- Stay abreast of educational trends and state and federal legislation that may influence the development and implementation of career development plans;
- Use current technology for the purpose of gathering data to make informed decisions relative to offender career development initiatives, forecasting, budgeting, planning, communicating, policy analysis, and resource allocation;
- Seek new and original methods of reducing barriers to employment;
- Design and develop proposals for programs involving collaborative arrangements using career development theory and practice, funding sources, etc;
- Consult with correctional educational administrators in designing and developing offender education and work programs;
- Consult with directors of corrections, education, human services, labor department, private industry councils, and others to promote collaboration, coordination, and shared resources to address offender reintegration issues;

- Collect and organize occupational data and materials relating to job opportunities, occupational trends, careers, training opportunities, and funding sources;
- Consult with directors of correctional industry programs in developing training opportunities for offenders;
- Identify staff competencies needed to remain current in the field of career counseling;
- Develop a program for, and provide training to departmental staff to better enable them to work with, understand, and assist the most difficult cases of underemployment or unemployment; and
- Train and inform teachers, case managers, correctional industry personnel, and others on the use of labor market information and employability assessments in making education, training, and work program decisions.

# Appendix B

## GCDF Code of Ethics

In 1999, the following statement of ethics was developed for certified Global Career Development Facilitators (GCDFs) by the National Board of Certified Counselors (NBCC) Center for Credentialing and Education, Inc. (CCE). It describes what is considered ethical behavior as you do your day-to-day tasks as a facilitator. It contains a statement of beliefs about how Offender Workforce Development Specialists (OWDSs) are expected to conduct themselves both on the job and off the job. It also defines those behaviors that could result in censure or even loss of certification.

### ***Section A: General***

1. The GCDF will adhere to this Career Development Facilitator Code of Ethics.
2. GCDFs recognize the extent of their training and provide only services and use techniques for which they are qualified by training and/or supervised experience. GCDFs recognize that their competency is in career assistance, not in career counseling or psychotherapy.
3. GCDFs improve practices and services through continuing education and inservice practice throughout their careers. They operate within the limits of the GCDF scope of practice.
4. The use of assessment instruments or procedures must be within the GCDFs scope of training.
5. It is the responsibility of the GCDF to balance client and organizational needs.
6. GCDFs avoid public behavior that is clearly in violation of accepted moral and legal standards.
7. GCDF products and services, including classroom instruction, public lectures, demonstrations, written articles, radio or television programs, or other types of media, must meet the criteria cited in all sections of these standards.

8. The GCDF will maintain confidentiality regarding content discussed with clients and client records unless federal, state, or employing institution laws and policy require disclosure.

## ***Section B: Relationship With Clients and Employers***

1. GCDFs must recognize and advocate for client freedom of choice in GCDF services.
2. The GCDF/client relationship and information resulting from it must be kept confidential, consistent with the obligations of the GCDF's employment setting.
3. If the GCDF cannot assist the client or if the client's needs are outside the GCDF's scope of practice, the GCDF will identify and refer properly.
4. The GCDF must alert the employer to conditions that may be potentially disruptive or damaging to the welfare of clients and the goals of the agency.
5. The GCDF must inform the employer of conditions that may limit his or her effectiveness.
6. When computer applications are used, the GCDF must ensure that:
  - a. The client is intellectually, emotionally and physically capable of using the computer application;
  - b. The computer application is appropriate for the needs of the client;
  - c. The client understands the purpose of the computer application, and;
  - d. Follow-up is provided for the client both to correct possible problems (misconceptions or inappropriate use) and to assess further needs.
7. GCDFs will not be sexually, physically, or romantically intimate with clients.



8. GCDFs do not condone or engage in sexual harassment that includes deliberate or repeated comments, gestures, or physical contact of a sexual nature.
9. GCDFs do not bring their personal or work issues into the GCDF/client relationship.
10. GCDFs are aware of the impact of stereotyping and discrimination, (i.e., biases based on age, disability, ethnicity, gender, race, religion, or sexual orientation) and guard the individual rights and personal dignity of the client.

### ***Section C: Consultation/Supervision***

1. GCDFs must establish working relationships and agreements with consultants, supervisors, employers and/or subordinates regarding the GCDF/client relationship, confidentiality, distinction between public and private materials, maintenance and dissemination of recorded information, workload, and accountability. Working agreements in each instance should be specified and made known to those concerned.
2. Consultation/supervision will be sought at any time GCDFs have concerns, questions, or doubts that they may be practicing outside of their competency area or outside the GCDFs scope of practice.

# Appendix C

## Contact Information

### ***National Career Development Association (NCDA)***

10820 East 45th Street, Suite 210      Web site: [www.ncda.org](http://www.ncda.org)  
Tulsa, OK 74146  
Toll-free telephone: 1-800-367-6232 or (918) 663-7060  
E-mail: [dpenn@ncda.org](mailto:dpenn@ncda.org)

### ***Center for Credentialing in Education, Inc. (CCE)***

#### **General Information/Certification Requirements**

3 Terrace Way, Suite D      Web site: [www.cdf-global.org](http://www.cdf-global.org)  
Greensboro, NC 27403  
Toll-free telephone: 1-877-773-7462

#### **Completed Application Packet**

P.O. Box 65860  
Charlotte, NC 28265

### ***National Institute of Corrections (NIC) Information Center***

#### **Annual Service Plan, OES Basic Training Program, NIC Technical Assistance, and Training Programs**

1860 Industrial Circle, Suite A      Web site: [www.nicic.org](http://www.nicic.org)  
Longmont, CO 80501  
Toll-free telephone: 1-800-877-1461 or (303) 682-0213  
E-mail: [askncici@nicic.org](mailto:askncici@nicic.org)

## ***Office of Correctional Job Training and Placement (OCJTP)***

National Institute of Corrections  
320 First Street, NW (Room-5007)  
Washington, DC 20534

Web site: *www.nicic.org*

Susan (Shelly) Morelock  
Toll-free telephone: 1-800-995-6423, ext. 30485 or (202) 353-0485  
E-mail: *smorelock@bop.gov*

John E. Moore  
Toll-free telephone: 1-800-995-6423, ext. 44278 or (202) 514-4278  
E-mail: *jemoore@bop.gov*