



National Institute of Corrections

July 2002

Technical Assistance, Information, AND Training FOR Adult Corrections



All Corrections Disciplines
Jails
Prisons
Community Corrections

Service Plan

October 1, 2002–September 30, 2003

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<http://www.nicic.org>

Technical Assistance, Information, and Training for Adult Corrections

Service Plan

October 1, 2002–September 30, 2003

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www.nicic.org

NIC Mission Statement

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

NIC Vision Statement

As a dynamic organization, NIC will promote justice and community involvement with the criminal justice system to foster a safe environment for all. We value the human perspective and concerns of correctional practitioners, victims, and offenders.

NIC will enhance credibility, knowledge, and competence of its customers by:

- Promoting ethical and humane correctional practices in a rapidly changing technological, social, and political environment.
- Practicing and promoting value-centered leadership.
- Recruiting and developing a highly skilled and knowledgeable staff who continue learning in the workplace.
- Identifying, synthesizing, and communicating relevant information using appropriate technologies.
- Operating in a solutions-driven mode that promotes practical applications of current research and best practices.
- Responding with prompt, high-quality, non-bureaucratic assistance.

Letter From the Director of the National Institute of Corrections

Dear Colleague:

This document presents the National Institute of Corrections' (NIC's) Service Plan for fiscal year 2003, which begins on October 1, 2002. Within this document you will find information, technical assistance, and training programs designed for adult correctional practitioners working in all corrections disciplines in federal, state, and local adult corrections agencies. The cooperative agreements we anticipate funding in fiscal year 2003 are also included here. We will announce updates to this plan on our Web site, www.nicic.org, throughout the year and encourage you to visit our Web site regularly.

As an agency within the Federal Bureau of Prisons, we have adopted both a mission and a vision statement to help us better serve our customers. To accomplish our goal, we strive to take a proactive leadership role in influencing national policies, practices, and operations by developing programs that address areas of emerging interest and concern to corrections executives, practitioners, and public policy makers, and to respond to client agencies and staff with relevant and useful assistance to improve their corrections systems.

We have designed our activities to help you meet the challenges of today's corrections environment in your career, with your staff, within your organization, and with the offenders you manage. To this end, we strive to identify the concerns of correctional practitioners, victims, and offenders, and to provide the assistance, information, education, and training to help shape effective correctional practice and best serve the needs of the field.

I invite you to take full advantage of the services available, and encourage you to become a regular visitor on our Web site. Please feel free to use the enclosed reply card to send your comments and suggestions on how NIC can better serve you and the corrections field.

Morris L. Thigpen
July 2002

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

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

Notice

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

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Introduction

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

Organizational Structure

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

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

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All Corrections Disciplines: Programs and Services



All Corrections Disciplines: Programs and Services

Leadership and Management

Training Programs

- Executive Excellence
- Correctional Leadership Development
- Management Development the Future: Part 1
- Management Development for Women and Minorities
- Advanced Management Strategies for Women and Minorities
- Strategies for Building Effective Work Teams
- Public and Media Relations

Helping Agencies Build Capacity for Training

Training Programs

- Training for Agency Training Coordinators/Directors
- Training Design and Development
- Foundation Skills for Trainers
- Institutional Field Training Officer Program Development
- Small Agency Initiative: Building Internal Training Capacity

Videoconference

- Developing an Effective New Employee FTO Program

Regionalization

Offender Management

Distance Learning Training

- Youthful Offenders in Adult Corrections: A Systemic Approach Using Effective Interventions

Videoconference

- The Criminal Justice Response to Children of Prisoners and Their Caretakers

Addressing Staff Sexual Misconduct

Training Programs

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

Technical Assistance

Offender Job Training, Placement, and Retention

Training Program

- Offender Workforce Development Specialist

Distance Learning Training

- Offender Job Retention for Corrections Professionals

Women Offenders

Training Programs

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

Publications

Web Page

Leadership and Management

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

TRAINING PROGRAMS

Executive Excellence

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach to Form A (page 131) a resume describing their current responsibilities, an agency organization chart, and a statement of their need for this program and commitment to complete it.

See "NIC Training Center Programs in Longmont, Colorado" (page 115) for logistical information.

Contact

Robert Brown, Jr., Academy Division; toll-free telephone: 800-995-5429, ext. 111; e-mail: rbrown@bop.gov.

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: May 11 - 23, 2003

Program: 03 - E7001

Applications Due: Feb. 11, 2003

Agencies interested in hosting a partnership program, videoconference, or distance learning training must submit Form B, C, or D (page 131).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 131) and supplemental information requested in the course description.

Correctional Leadership Development

NIC TRAINING CENTER

LONGMONT, CO

Dates: Apr. 22 - May 2, 2003

Program: 03 - M101

Applications Due: Jan. 22, 2003

Dates: Jul. 8 - 18, 2003

Program: 03 - M102

Applications Due: Apr. 8, 2003

Dates: Sept. 9 - 19, 2003

Program: 03 - M103

Applications Due: Jun. 9, 2003

Who Should Attend

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

Description

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

Application Requirements

Part I: Applicants must attach to Form A (page 131) a brief statement of their responsibilities, including how long they have held their current or other management position, an organization chart that clearly indicates their role in the agency, and a statement of their need for this program.

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

See "NIC Training Center Programs in Longmont, Colorado" (page 115) for logistical information.

Contacts

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

Management Development for the Future: Part 1

Who Should Attend

Up to 30 managers from the same jail, prison, or community corrections agencies who have some management training but need additional skills-based training. For small or medium-sized agencies, a host agency may apply on behalf of multiple jurisdictions that will each send five or six managers. The training sessions for Part 1 of the *Management Development for the Future* program will be delivered during the spring and summer of 2003.

Description

This 36-hour program is the first of a three-phase, 1-week-per-phase, skills-based training program to be conducted over an 18-month period. Three Phase 1 programs will be delivered during the spring and summer of 2003. Program dates for Phase 2 and Phase 3 training will be coordinated with participating agencies.

The series covers strategies to deal with change, the emerging role of the correctional leader, and building organizational capacity. It helps the agency move toward a systems approach to managing corrections by developing the managers' abilities to lead, solve problems, and meet future challenges. Participants also develop an understanding of the need for a strategic agency agenda.

Application Requirements for Partnership Sites

Agencies interested in hosting this program must submit Form B (page 131) and attach a statement indicating their commitment to participate in the three-phase skills-based program (collectively totaling 108 hours) over an 18-month period. See "Partnership Programs" (page 125) for more information.

Contacts

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

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

PARTNERSHIP SITES*

Dates: Mar. 24 - 28, 2003

Program: 03 - R015

Applications Due: Dec. 10, 2002

Dates: Jun. 9 - 13, 2003

Program: 03 - R016

Applications Due: Mar. 10, 2003

Dates: Aug. 4 - 8, 2003

Program: 03 - R017

Applications Due: Mar. 10, 2003

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

Management Development for Women and Minorities

NIC TRAINING CENTER

LONGMONT, CO

Dates: Nov. 4 - 8, 2002

Program: 03 - M1001

Applications Due: Aug. 5, 2002

Dates: Mar. 10 - 14, 2003

Program: 03 - M1002

Applications Due: Dec. 10, 2002

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach a statement to Form A (page 131) describing their current position and responsibilities, the number of years they have held a management position, their 5-year career goal, and how this program will benefit them and their agency.

See "NIC Training Center Programs in Longmont, Colorado" (page 115) for logistical information.

Contact

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

Advanced Management Strategies for Women and Minorities

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach an agency organization chart and a statement to Form A (page 131) describing their current position and responsibilities, and the types and dates of promotions they have received over the past 5 years.

See “NIC Training Center Programs in Longmont, Colorado” (page 115) for logistical information.

Contact

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

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: Jun. 23 - 27, 2003

Program: 03 - M1003

Applications Due: Mar. 24, 2003

Strategies for Building Effective Work Teams

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: Jun. 23 - 27, 2003

Program: 03 - S4701

Applications Due: Mar. 24, 2003

Who Should Attend

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

Description

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

Application Requirements for Longmont, Colorado

Applicants must attach a statement to Form A (page 131) describing the organizational structure of their work units, the primary mission and goals of the units, and how this program will assist them with quality improvement in their units and agency.

See “NIC Training Center Programs in Longmont, Colorado” (page 115) for logistical information.

Application Requirements for Partnership Sites

Agencies interested in hosting this program must submit Form B (page 131). See “Partnership Programs” (page 125) for more information.

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

Contacts

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

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

PARTNERSHIP SITES*

Dates: Apr. 28 - May 2, 2003

Program: 03 - R018

Applications Due: Dec. 10, 2002

Dates: Sep. 8 - 12, 2003

Program: 03 - R019

Applications Due: Mar. 10, 2003

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

Public and Media Relations

Who Should Attend

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

Description

This 24-hour program helps participants develop the skills and abilities needed to deal effectively with the media and the general public. Presentation skills are refined by extensive use of videotaping.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 131). After acceptance as a site, the site coordinator must obtain from proposed participants a completed Form A and a statement that describes their current position and responsibilities, frequency of contact with the media and the public, any issues that have attracted significant public attention to their agency, and how this program will benefit them and their agency. See "Partnership Programs" (page 125) for more information.

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

Contact

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

PARTNERSHIP SITES*

Dates: Jan. 21 - 23, 2003

Program: 03 - R020

Applications Due: Oct. 20, 2002

Dates: Mar. 11 - 13, 2003

Program: 03 - R021

Applications Due: Dec. 10, 2002

Dates: May 20 - 22, 2003

Program: 03 - R022

Applications Due: Dec. 10, 2002

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

Helping Agencies Build Capacity for Training

A major goal of the National Institute of Corrections is to provide services, including training programs and technical assistance, that assist agencies in the management and operations of their jails, prisons, and community corrections programs and facilities. To that end, the Academy Division offers the following training programs that will assist agencies in building their internal capacity to train their staff.

**NIC TRAINING CENTER
LONGMONT, CO**
Dates: Mar. 16 - 21, 2003
Program: 03 - S811
Applications Due: Dec. 16, 2002

Dates: Jun. 1 - 6, 2003
Program: 03 - S812
Applications Due: Mar. 3, 2003

TRAINING PROGRAMS

Training for Agency Training Coordinators/Directors

Who Should Attend

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

Description

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

Application Requirements for Longmont, Colorado

Applicants must attach a statement to Form A (page 131) indicating they are currently serving as the agency or institution training coordinator/director or will soon assume that role.

See "NIC Training Center Programs in Longmont, Colorado" (page 115) for logistical information.

PARTNERSHIP SITES*

Dates: Dec. 9 - 12, 2002
Program: 03 - R007
Applications Due: Sept. 9, 2002

Dates: Jan. 6 - 9, 2003
Program: 03 - R008
Applications Due: Oct. 4, 2002

Dates: Sept. 15 - 18, 2003
Program: 03 - R009
Applications Due: Mar. 10, 2003

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

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 131). See “Partnership Programs” (page 125) for more information.

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

Contact

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

Training Design and Development

Who Should Attend

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

Description

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

Application Requirements for Longmont, Colorado

Applicants must attach a copy of a certificate or other document to Form A (page 131) to show completion of a basic training-for-trainers course. See “NIC Training Center Programs in Longmont, Colorado” (page 115) for logistical information.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 131). See “Partnership Programs” (page 125) for more information.

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

Contact

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NIC TRAINING CENTER LONGMONT, CO

Dates: Mar. 30 - Apr. 4, 2003

Program: 03 - S101

Applications Due: Dec. 30, 2002

Dates: Jul. 27 - Aug. 1, 2003

Program: 03 - S102

Applications Due: Apr. 28, 2003

PARTNERSHIP SITES*

Dates: Jun. 16 - 20, 2003

Program: 03 - R010

Applications Due: Mar. 10, 2003

Dates: Aug. 18 - 22, 2003

Program: 03 - R011

Applications Due: Mar. 10, 2003

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

PARTNERSHIP SITES*

Dates: Feb. 3 - 7, 2003

Program: 03 - R012

Applications Due: Nov. 4, 2002

Dates: May 19 - 23, 2003

Program: 03 - R013

Applications Due: Dec. 10, 2002

Dates: Aug. 18 - 22, 2003

Program: 03 - R014

Applications Due: Mar. 10, 2003

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

Foundation Skills for Trainers

Who Should Attend

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

Description

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

Application Requirements

Agencies interested in hosting this program must submit Form B (page 131). See "Partnership Programs" (page 125) for more information.

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

Contact

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

Institutional Field Training Officer Program Development

Who Should Attend

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

Description

This 24- to 28-hour program provides participants with the knowledge and skills to develop and implement cost-effective, skills-based OJT training for new employees. It focuses on the practical aspects of teaching and coaching corrections-specific on-the-job training issues. The program incorporates the development of performance-based objectives, a formal teaching process, comprehensive documentation, and proficiency-based testing.

Application Requirements for Longmont, Colorado

Applicants must attach a statement signed by the chief executive officer to Form A (page 131) confirming that the agency intends to develop or enhance an FTO/OJT program during the coming year.

See “NIC Training Center Programs in Longmont, Colorado” (page 115) for logistical information.

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 131). See “Partnership Programs” (page 125) for more information.

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

Contact

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

NIC TRAINING CENTER LONGMONT, CO

Dates: Jan. 27 - 31, 2003

Program: 03 - S901

Applications Due: Oct. 28, 2002

PARTNERSHIP SITES*

Dates: Oct. 29 - 31, 2002

Program: 03 - R005

Applications Due: Jul. 29, 2002

Dates: Feb. 4 - 6, 2003

Program: 03 - R006

Applications Due: Nov. 4, 2002

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

Small Agency Initiative: Building Internal Training Capacity

PARTNERSHIP SITES

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

Who Should Attend

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

Description

A variety of training development programs are available including Small Agency FTO/OJT Program Development, Training for Small Agency Training Coordinators, and specialized training development topics. This program initiative stresses formal but cost-effective in-house training development and delivery strategies. Four partnership events will be conducted this year with dates and locations to be determined.

Application Requirements for Partnership Programs

Agencies interested in hosting one of these small agency training capacity-building programs on behalf of their region should call Tom Reid prior to submitting a complete Form B (page 131). Early submission of a Form B is advisable for these yet to be scheduled programs.

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

Contact

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

VIDEOCONFERENCE

Developing an Effective New Employee FTO Program

Who Should Attend

Administrators, training directors/managers, or staff tasked with developing or enhancing a new employee field training officer (FTO) program.

Description

This 3-hour videoconference will address issues concerning the development of a formal new employee on-the-job training (OJT) program based on a corrections-specific FTO model. It will include examples of the FTO task-specific format, developing FTO modules, conducting proficiency tests, and the formal FTO teaching process. The videoconference will include a segment on assessing your current FTO program, as well as several demonstrations of the FTO format and teaching process. This model is relevant to a prison, jail, or community corrections facility providing 24-hour care.

Application Requirements

Agencies wishing to participate in this videoconference must submit Form C (page 131). Registration can also be completed online at NIC's Web site (www.nicic.org). See "Videoconferences" (page 99) for more information.

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

Contact

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

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

VIDEOCONFERENCE*

Date: Aug. 20, 2003

Program: 03 - S9004

Applications Due: Aug. 13, 2003

*Visit www.nicic.org for sites.

REGIONALIZATION

RFCs meet at least once each year to plan annual activities to meet the training needs of their region.

Who Should Apply to Be a Regional Field Coordinator

Training directors, administrators, coordinators, and senior trainers with experience in developing, delivering, and/or coordinating training in their home agency.

Description

The Regionalization program's national network of training volunteers—known as regional field coordinators (RFCs)—brings together correctional trainers and training managers from around the Nation. The program expands NIC's capacity to deliver quality correctional training at local, state, and federal levels. The 40 RFCs—10 from each of the 4 regions—share training programs and resources and exchange ideas with their counterparts around the country. The various corrections disciplines—community corrections, jails, juvenile justice, prisons, and the Federal Bureau of Prisons—are equally represented.

Academy Support. Each fall, the Academy sponsors a meeting of the RFCs to plan activities based on input from correctional training personnel in their regions. They also design regional workshops and other activities that are funded, in part, by the National Institute of Corrections.

Purpose. The purpose of the Regionalization program is to build networks among correctional agencies to share training resources and information and participate in joint training efforts.

Goals. The goals of the Regionalization program are to—

- Provide opportunities for more correctional staff to participate in training programs and access training resources.
- Provide relevant training based on regional needs and interest.
- Promote the sharing of information, training, and other resources in local, state, and federal correctional agencies.
- Increase the dissemination and use of correctional curriculum packages and training technologies developed by agencies throughout the country.
- Maximize the use of federal funding available for correctional training for local, state, and federal correctional agencies.

Selection. Regional Field Coordinators are selected through an annual application process that includes endorsement by their chief administrators to ensure that they will have agency support in carrying out their RFC duties. **The NIC Academy accepts applications for RFCs on a year-round basis.**

Application Requirements

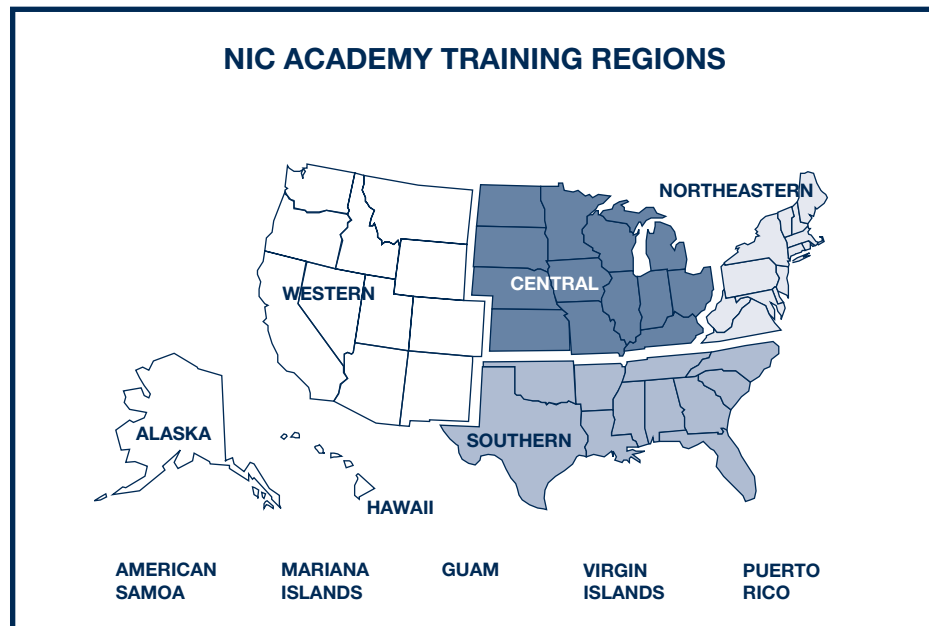
Individuals interested in becoming part of the national network of training volunteers must submit Form E (page 131), which is also available on the NIC Web site.

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

Contact

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

For applications and information on Regionalization, visit our Web site: www.nicic.org



Offender Management

DISTANCE LEARNING TRAINING

Youthful Offenders in Adult Corrections: A Systemic Approach Using Effective Interventions

DISTANCE LEARNING*

Site Coordinator/Facilitator

Training Dates: May 14 - 15, 2003

Training Program Dates:

Sept. 15 - 19, 2003

Program: 03 - S8002

Applications Due: April 14, 2003

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

Who Should Attend

Jail, prison, or community corrections staff who work with youthful offenders in any capacity.

Description

This 32-hour program is a research-based, practical curriculum that teaches implementation methods of the principles of effective interventions (“what works”), while at the same time, addresses the realities of day-to-day life in managing youthful offenders in an adult correctional environment. This highly interactive approach to training both security and treatment staff uses modeled behaviors and guided practice to demonstrate the knowledge and application of skill levels necessary in working with this unique population of offenders.

The training program has combined all of the elements of effective interventions to assist agencies in building effective programs to affect offender behavior change and reduce recidivism. The 8-hour site coordinator/facilitator training session is held before the course and deals with the off-air activities and facilitator skills and knowledge needed to coordinate the training at the site.

Application Requirements

Agencies interested in hosting this distance learning training must submit Form D (page 131). See “Distance Learning Training” (page 105) for additional information.

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

Contacts

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

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

VIDEOCONFERENCE

The Criminal Justice Response to Children of Prisoners and Their Caretakers

Who Should Attend

Staff working with children of prisoners and their caretakers. Staff include individuals from jails, prisons, and community corrections, health and human services, children and protective services, child welfare, community outreach, wardens, superintendents, program directors, foster parent organizations, public affairs directors, probation and parole officers and their supervisors, social services agencies, superintendents of education, faith-based organizations, mental health personnel, and outside the field of corrections, media and educational organizations.

Description

This 3-hour videoconference will identify the problems and greatest needs of incarcerated parents and caretakers with regard to their children, identify the problems and issues that children of prisoners or former prisoners face that put them at risk, identify and describe evidence-based and promising approaches to support these children and build on their strengths, and describe the benefits of the criminal justice system becoming more family friendly.

Application Requirements

Agencies interested in hosting this videoconference must submit Form D (page 131). See "Videoconferences" (page 99) for additional information.

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

Contacts

Program content: Alan Ault, Special Projects Division; toll-free telephone: 800-995-6423, ext. 70147, or (202) 307-0147; e-mail: aault@bop.gov.

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

VIDEOCONFERENCE*

Date: Jun. 18, 2003

Program: 03 - S9002

Applications Due: Jun. 11, 2003

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

Addressing Staff Sexual Misconduct

TRAINING PROGRAMS

Addressing Staff Sexual Misconduct With Inmates

AMERICAN UNIVERSITY
SCHOOL OF LAW
WASHINGTON, D.C.

Dates: Mar. 9 - 14, 2003

Program: 03 - H3401

Applications Due: Dec. 9, 2002

Who Should Attend

This program is appropriate only for three-person, senior-level management teams from state prison systems, jails, and community corrections agencies who have the ability to design and implement departmental policy. The state teams **must** include department of corrections central office and prison managers. The jail teams **might** include the sheriff, jail administrator, director of the department of corrections, or the person responsible for drafting policy or developing and implementing staff training in this area. The community corrections team should include senior level personnel that have the responsibility for overseeing regional probation and parole offices, women offender resource managers, and senior investigative personnel who have the responsibilities of investigating matters related to probation and parole.

Description

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

Application Requirements

Each team member must complete Form A (page 131); only one supplementary statement for the team is required. The statement must describe the agency's current policy or practices for responding to sexual misconduct, the status and stipulations of state law, and the agency's investigative procedures related to staff sexual misconduct. See "NIC-Paid Training Beyond Longmont, Colorado" (page 121) for more information.

Contact

Program Content: Allen Ault, Special Projects Division, toll-free telephone 800-995-6423, ext. 70147, or (202) 307-0147; e-mail: aault@bop.gov.

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

Investigating Allegations of Staff Sexual Misconduct With Inmates

Who Should Attend

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

AMERICAN UNIVERSITY
SCHOOL OF LAW
WASHINGTON, D.C.

Dates: Jul. 13 - 18, 2003

Program: 03 - H3402

Applications Due: Apr. 14, 2003

Description

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

Application Requirements

Each team member must complete Form A (page 131); only one supplemental statement for the team is required. The statement must describe the agency's current policies or practices for responding to sexual misconduct and related investigative policy, the status and stipulations of state law, the agency's investigative procedures related to staff sexual misconduct, and any actions taken by the agency under a previously developed action plan to address this issue.

Preference will be given to agencies that have completed the *Addressing Staff Sexual Misconduct With Inmates* training program. See "NIC-Paid Training Beyond Longmont, Colorado" (page 121) for more information.

Contact

Program Content: Allen Ault, Special Projects Division, toll-free telephone 800-995-6423, ext. 70147, or (202) 307-0147; e-mail: aault@bop.gov.

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

TECHNICAL ASSISTANCE

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

For more information and to apply for technical assistance, see “Technical Assistance” (page 93).

Offender Job Training, Placement, and Retention

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

For more information, contact John Moore, Office of Correctional Job Training and Placement, toll-free telephone 800-995-6423, ext. 44278, or (202) 514-4278; e-mail: jemoore@bop.gov.

LOCATION TO BE DETERMINED*

Week 1 (03-T322) Jan. 5 - 10, 2003

Week 2 (03-T323) Feb. 9 - 14, 2003

Week 3 (03-T324) Mar. 16 - 21, 2003

Applications Due: Oct. 7, 2002

LOCATION TO BE DETERMINED*

Week 1 (03-T325) Aug. 17 - 22, 2003

Week 2 (03-T326) Sep. 21 - 26, 2003

Week 3 (04-T321) Oct. 26 - 31, 2003

Applications Due: May 19, 2003

*Locations will be posted on the NIC Web site after they have been selected. (www.nicic.org)

TRAINING PROGRAM

Offender Workforce Development Specialist

Who Should Attend

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

The primary sponsoring agency (public corrections' organizations) must be a federal, state or local correctional agency that provides direct, or indirect, job training or placement services to offenders. The agency is

responsible for the submission of all information requested for training consideration. The exact composition of the six-person team can be determined by the primary sponsoring agency and may be composed of employees from the same organization. Partnerships with multiple organizations are strongly encouraged.

Co-sponsoring agencies may include organizations working with public corrections or organizations that assist offenders in one or more of the following areas: job skills training and job and career counseling, placement, advancement, and retention. Locations where these services are provided may include other correctional agencies, (jails, prisons, and community corrections) as well as colleges, private nonprofit and for-profit organizations, Departments of Labor, Departments of Vocational Rehabilitation, and related agencies.

All members of the team must have the education and experience to qualify for certification or provisional certification as a Career Development Facilitator (CDF) (see *Administrative Guide*). The Offender Workforce Development Specialist (OWDS) training program addresses the training competencies for certification as a CDF through the Center for Credentialing in Education, Inc. Each trainee will be strongly urged to apply for certification or provisional certification upon completion of the program. This training also leads to both undergraduate and graduate credit for qualified applicants and continuing education units (CEUs).

Description

Training for Offender Workforce Development Specialist is a 160-hour training program. The training program consists of three blocks; each is 4½ days or 36 hours in length, for a total of 108 hours of classroom instruction. Additionally, there are approximately 52 hours of practicum and homework assignments.

The three blocks of training are scheduled approximately 30 days apart to allow participants to return home 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 and the administrator on how to balance current workload requirements with the OWDS training requirements.

Competencies

The Offender Workforce Development Specialist training program addresses the following competencies:

- Career development theory and application.
- Understanding and using facilitation skills.
- Role of assessment in career planning and job placement.

- Instruction and group facilitation.
- Designing and implementing training and work development services.
- Barriers to employment.
- Ethics of the career development facilitator.
- Transition intervention for the offender population.
- Job seeking and employability skills.
- Job retention.
- The role of information and computers in career planning.

Objectives

The program objectives 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.
- Prepare participants to train other practitioners who provide services to offenders and ex-offenders in order to increase their basic skills in the areas of workforce development/career facilitation.

NOTE: 15 basic skills training modules, each approximately 1½ to 2½ hours in length, will be provided to each team for training others in their jurisdiction.

Application Requirements

This NIC training program is conducted through a cooperative agreement with the National Career Development Association (NCDA), therefore the application process differs from other NIC training programs.

Contact NCDA to receive a packet of information that includes the *Administrative Guide for Offender Workforce Development Specialist Training* and special application forms.

Contact

Program content: John Moore, Office of Correctional Job Training and Placement; toll-free telephone 800-995-6423, ext. 44278, or (202) 514-4278; e-mail: jemoore@bop.gov.

NCDA
10820 East 45th Street, Suite 210
Tulsa, OK 74146
Telephone:
Toll-free 866-367-6232 or
(918) 663-7060
e-mail: dpenn@ncda.org

Information packet and standard application forms: Those desiring information (information packet and standard application forms) about OWDS training should contact NCDA toll-free at 866-367-6232 or at (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

DISTANCE LEARNING TRAINING

Offender Job Retention for Corrections Professionals

Who Should Attend

Offender employment specialists and professionals who work in related capacities within prisons, jails, community corrections; government agencies including one-stops and welfare-to-work staff; and social service agencies to which many ex-offenders are referred for resources and assistance.

Description

The 32-hour advanced-level course is designed to offer offender employment specialists the skills, strategies, and resources necessary to address significant offender job retention issues and increase offender's employment success. It includes such topics as: assessment, cognitive coaching, employment barriers, interventions and action planning, retention strategies, and best practices.

It is recommended that participants have a basic understanding of the core competencies related to the offender employment specialist's role in securing job opportunities and providing job retention support for ex-offenders. NIC will provide, at no charge, basic training materials to cover core concepts as a course introduction for professionals who require such training or who have limited experience regarding offenders and employment. The basic training and tutorials (6 video tapes and manuals) for the Offender Employment Specialist may be obtained by contacting the NIC Information Center, 800-877-1461.

The 8-hour site coordinator/facilitator training session deals with the off-air activities and facilitator skills and knowledge needed to coordinate the 32-hour training program. **Mandatory videotapes will be available** for site

DISTANCE LEARNING*

Site Coordinator/Facilitator

Training Dates: June 5 - 6, 2002

Mandatory training tapes will be provided thereafter.

Training Program Dates:

Oct. 7 - 11, 2002

Program: 03 - S8001

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

coordinator/facilitators who were unable to attend the June training session. Contact the NIC Information Center, 800-877-1461, for information.

Application Requirements

Agencies interested in hosting this distance learning training must submit Form D (page 131). See “Distance Learning Training” (page 105) for additional information.

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

Contacts

Program content: Melissa Houston, telephone: (440) 331-8007; e-mail: m_houston@prodigy.net.

John Moore, Office of Correctional Job Training and Placement, toll-free telephone: 800-995-6423, ext. 44278, or (202) 514-4278; e-mail: jemoore@bop.gov.

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

NIC Information Center: Copies of the Basic Training materials for Offender Employment Specialists and Offender Job Retention Site Coordinator Training; toll-free telephone: 800-877-1461.

Women Offenders

TRAINING PROGRAMS

Women Offenders: Developing an Agencywide Approach

Who Should Attend

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

Description

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

Application Requirements

Each team member must complete Form A (page 131); only one supplementary statement for the team is required. The statement must describe a critical issue facing the agency in the management of women offenders, the role of each team member in implementing a systemic plan for working with women offenders, and the team's commitment to meet with senior management to review the plan developed.

See "NIC Training Center Programs in Longmont, Colorado" (page 115) for logistical information.

Contact

Mary Whitaker, NIC Special Projects Division; toll-free telephone: 800-995-6423, ext. 40378, or (202) 514-0378; e-mail: mwhitaker@bop.gov.

NIC TRAINING CENTER LONGMONT, CO

Dates: July 20 - 25, 2003

Program: 03 - H501

Applications Due: Apr. 21, 2003

See also . . .

- Improving Community Responses to Women Offenders (page 79).
- Operational Practice in Women's Prisons (page 63).
- NIC Web site: www.nicic.org.

PARTNERSHIP SITES***Dates:** TBD (fall/winter 2002-2003)**Program:** 03 - H502**Applications Due:** Dec. 18, 2002**Dates:** TBD (spring/summer 2003)**Program:** 03 - H503**Applications Due:** Apr. 4, 2003*When dates and sites are selected, they will be posted at www.nicic.org.

Women Offenders: Critical Policy Issues

Who Should Attend

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

Description

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

Application Requirements

Agencies interested in hosting this program must submit Form B (page 131) and demonstrate both the commitment and a concrete plan for recruiting policy-level participants from agencies across the criminal justice system.

NIC will work with host sites to tailor the curriculum to be most relevant to specific regional or state interests, which may include the entire 30 hour training program, or an abbreviated version of a 1- to 3-day (8-24 hours) program. See "Partnership Programs" (page 125) for more information.

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

Contact

Mary Whitaker, NIC Special Projects Division; toll-free telephone: 800-995-6423, ext. 40378, or (202) 514-0378; e-mail: mwhitaker@bop.gov.

PUBLICATIONS

Documents available from NIC on women offenders include:

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

To request copies of documents, see “Information Services” (page 87).

WEB PAGE

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

Jails: Programs and Services



Jails: Programs and Services

Jail Administration

Training Programs

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

Technical Assistance

- Jail Crowding
- General Technical Assistance

Small Jails: State-Based Assistance

Publications

Inmate Supervision and Management

Training Programs

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

Technical Assistance

Publications

Inmate Classification in Jails

Training Program

- Inmate Classification in Jails

Technical Assistance

Publications

New Jail Planning

Training Programs

- Planning of New Institutions
- Managing Jail Design and Construction

Technical Assistance

- Community Meetings
- Transition Assistance
- General Technical Assistance

Publications

Educating Local Officials and the Community

Training Program

- The Jail as a Part of County Government

Technical Assistance

Publications

Jail Standards and Inspections

Training and Technical Assistance

Jail Mental Health Services

Technical Assistance

Publications

Jail Administration

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

TRAINING PROGRAMS

Administering the Small Jail

Who Should Attend

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

Description

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

Application Requirements

Applicants must submit Form A (page 131). See “NIC Training Center Programs in Longmont, Colorado” (page 115) for logistical information.

Contact

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

NIC TRAINING CENTER LONGMONT, CO

Dates: Dec. 8 - 13, 2002

Program: 03 - J2801

Applications Due: Sept. 9, 2002

Dates: Mar. 30 - Apr. 4, 2003

Program: 03 - J2802

Applications Due: Dec. 27, 2002

Agencies interested in hosting a partnership program, video-conference, or distance learning training must submit Form B, C, or D (page 131).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 131) and supplemental information requested in the course description.

PARTNERSHIP SITES*

Dates: TBD

Program: 03 - J3600

Applications Due: Oct. 15, 2002

Dates: TBD

Program: 03 - J3601

Applications Due: Oct. 15, 2002

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

Jail Administration

Who Should Attend

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

Description

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

Application Requirements

Agencies interested in hosting this program must submit Form B (page 131). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 125) for more information.

Contact

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

Jail Resource Management

PARTNERSHIP SITES*

Dates: TBD

Program: 03 - J3200

Applications Due: Oct. 15, 2002

Dates: TBD

Program: 03 - J3201

Applications Due: Oct. 15, 2002

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

Who Should Attend

Administrators of jails with fewer than 150 beds.

Description

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

Application Requirements

Agencies interested in hosting this program must submit Form B (page 131). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See “Partnership Programs” (page 125) for more information.

Contact

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

TECHNICAL ASSISTANCE

Jail Crowding

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

General Technical Assistance

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

For more information and to apply for technical assistance, see “Technical Assistance” (page 93).

SMALL JAILS: STATE-BASED ASSISTANCE

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

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

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

PUBLICATIONS

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

- *Developing/Revising Detention Facility Policies and Procedures.*
- *How to Collect and Analyze Data.*
- *Guidelines for Developing a Criminal Justice Coordinating Committee.*
- *Jail Crowding: Understanding Jail Population Dynamics.*
- *Jail Design and Operations and the Constitution.*
- *Preventing Jail Crowding: A Practical Guide* (second edition).
- *Recruitment, Hiring, and Retention: Current Practices in U.S. Jails.*
- *Staffing Analysis Workbook* (second edition).
- *Staff-to-Inmate Ratios: Why It's So Hard to Get to the Bottom Line.*
- *Women in Jail: Legal Issues.*
- "Alleviating Jail Crowding: A Systemic Approach" - **Videoconference** held on April 18, 2001.

Early in fiscal year 2003, NIC will have available a series of three documents on jail resource management. To request copies of documents or of the **video-tape**, see "Information Services" (page 87).

Inmate Supervision and Management

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

TRAINING PROGRAMS

Effective Inmate Supervision

Who Should Attend

A three-person team from jails with up to 500 beds, including the jail administrator, a shift supervisor, and a line staff member. The line staff member must be directly responsible for the daily supervision of inmates in housing units.

Description

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

Application Requirements

Agencies interested in hosting this program must submit Form B (page 131). Program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 125) for more information.

Contact

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

PARTNERSHIP SITES*

Dates: TBD

Program: 03 - J3401

Applications Due: Oct. 15, 2002

Dates: TBD

Program: 03 - J3402

Applications Due: Oct. 15, 2002

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

SITE TO BE DETERMINED*

Dates: Jun. 16 - 20, 2003

Program: 03 - J2201

Applications Due: Mar. 14, 2003

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

Orientation to Direct-Supervision Jails

Who Should Attend

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

Description

This 28-hour program, conducted at a direct-supervision jail, enables local officials from jurisdictions planning new jails to study the direct-supervision approach to facility design and inmate management. It familiarizes participants with the principles of designing and operating a direct-supervision jail and provides them with information on which to base decisions about their own jail project. It covers the history and principles of direct supervision, the differences between direct-supervision and other types of jails, inmates in direct-supervision jails, changing line and supervisory staff roles, and the role of the jail administrator.

Application Requirements

Applicants must submit Form A (page 131). See “NIC-Paid Training Beyond Longmont, Colorado” (page 121) for more information.

Contact

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

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

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach a letter to Form A (page 131) that gives the opening date for the new jail and indicates that the agency agrees to deliver the 32-hour housing unit curriculum at least once during the coming year. See "NIC Training Center Programs in Longmont, Colorado" (page 115) for logistical information.

Contact

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

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: Feb. 2 - 14, 2003

Program: 03 - J2202

Applications Due: Nov. 1, 2002

Dates: Aug. 17 - 29, 2003

Program: 03 - J2203

Applications Due: May 16, 2003

TECHNICAL ASSISTANCE

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

For more information and to apply for technical assistance, see "Technical Assistance" (page 93).

PUBLICATIONS

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

- *Audits of Podular Direct-Supervision Jails.*
- *Podular Direct-Supervision Directory.*
- *Podular Direct-Supervision Jails Information Packet.*
- “Jails in America: A Report on Podular Direct Supervision” (videotape).

To request copies of documents or of the **videotape**, see “Information Services” (page 87).

Inmate Classification in Jails

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

TRAINING PROGRAM

NIC TRAINING CENTER
LONGMONT, CO

Dates: Mar. 9 - 14, 2003

Program: 03 - J2301

Applications Due: Dec. 9, 2002

Dates: Jul. 20 - 25, 2003

Program: 03 - J2302

Applications Due: Apr. 21, 2003

Inmate Classification in Jails

Who Should Attend

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

Description

This 40-hour program teaches participants the information and skills necessary to develop an objective classification system for jail inmates. It covers the principles, key components, and benefits of classification; classification criteria; steps in the inmate classification process and the related forms;

staffing requirements; jail housing plan development; data collection and analysis; and the steps in system development, implementation, and review.

Application Requirements

Applicants must submit Form A (page 131). See “NIC Training Center Programs in Longmont, Colorado” (page 115) for logistical information.

Contact

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

TECHNICAL ASSISTANCE

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

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

For more information and to apply for technical assistance, see “Technical Assistance” (page 93).

PUBLICATIONS

Documents available from NIC on inmate classification in jails include:

- *Jail Crowding: Understanding Jail Population Dynamics.*
- *How to Collect and Analyze Data.*
- *Objective Jail Classification Systems: A Guide for Jail Administrators.*
- *Women in Jail: Classification Issues.*

To request copies of documents, see “Information Services” (page 87).

New Jail Planning

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

TRAINING PROGRAMS

Planning of New Institutions

NIC TRAINING CENTER
LONGMONT, CO
Dates: Nov. 18 - 22, 2002
Program: 03 - J2101
Applications Due: Aug. 19, 2002

Dates: Apr. 7 - 11, 2003
Program: 03 - J2102
Applications Due: Jan. 7, 2003

Who Should Attend

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

Description

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

Costs and Logistics

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

Application Requirements

Applicants must submit Form A (page 131). See “NIC Training Center Programs in Longmont, Colorado” (page 115) for logistical information.

Contact

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

Managing Jail Design and Construction

Who Should Attend

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

Description

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

Application Requirements

Applicants must submit Form A (page 131). See “NIC Training Center Programs in Longmont, Colorado” (page 115) for logistical information.

Contact

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

NIC TRAINING CENTER LONGMONT, CO

Dates: Apr. 7 - 11, 2003

Program: 03 - J2104

Applications Due: Jan. 7, 2003

Dates: Jul. 28 - Aug. 1, 2003

Program: 03 - J2105

Applications Due: Apr. 28, 2003

TECHNICAL ASSISTANCE

Technical assistance is available to support new jail planning.

Community Meetings

Jurisdictions considering renovating an existing jail or constructing a new one can apply for assistance to assess their local criminal justice needs. NIC will conduct a community meeting for the jurisdictions' key criminal justice decisionmakers to discuss the role incarceration plays in the local criminal justice system, begin to develop consensus on local criminal justice goals, and provide training on selected topics.

For more information and to apply for technical assistance, see “Technical Assistance” (page 93).

Transition Assistance

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

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

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

General Technical Assistance

Technical assistance is available on other issues related to new jail planning. For more information and to apply for technical assistance, see “Technical Assistance” (page 93).

PUBLICATIONS

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

- *Guidelines for Developing a Criminal Justice Coordinating Committee.*
- *How to Collect and Analyze Data.*
- *How to Open a New Institution Resource Guide.*
- *Jail Crowding: Understanding Jail Population Dynamics.*
- *Jail Design Guide.*
- *Jail Design and Operations and the Constitution.*
- *Preventing Jail Crowding: A Practical Guide* (second edition).
- *Site Evaluation and Selection.*
- *Staffing Analysis Workbook* (second edition).
- *Transition Manual for New Correctional Facilities.*
- *Women in Jail: Facility Planning Issues.*

To request documents, see “Information Services” (page 87).

Educating Local Officials and the Community

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

TRAINING PROGRAM

The Jail as a Part of County Government

Who Should Attend

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

Description

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

Application Requirements

Agencies interested in hosting this program must submit Form B (page 131). The program dates will be jointly determined by the host agency and NIC. NIC will then advertise the program to jails in the surrounding region. See "Partnership Programs" (page 125) for more information.

Contact

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

PARTNERSHIP SITES*

Dates: TBD

Program: 03 - J3300

Applications Due: Oct. 15, 2002

Dates: TBD

Program: 03 - J3301

Applications Due: Oct. 15, 2002

Dates: TBD

Program: 03 - J3302

Applications Due: Oct. 15, 2002

Dates: TBD

Program: 03 - J3303

Applications Due: Oct. 15, 2002

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

TECHNICAL ASSISTANCE

Local jurisdictions may request technical assistance to address specific problems or to design and implement approaches to improving the working relationships between those who operate the jail and local officials. To apply for technical assistance, see “Technical Assistance” (page 93).

PUBLICATIONS

NIC makes available several publications related to educating local officials and the community, such as:

- *Jail Resource Issues: What Every Funding Authority Needs to Know.*

A **videotape**, developed to assist jail staff in educating the community about jails, has an anticipated release date of October 1, 2002. This videotape highlights the role of the jail in local criminal justice, basic jail functions, the complexity of jail operations, and challenges faced by jails. To request copies of documents or of the videotape, see “Information Services” (page 87).

Jail Standards and Inspections

TRAINING AND TECHNICAL ASSISTANCE

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

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

To apply for technical assistance, see “Technical Assistance” (page 93).

Contact

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

Jail Mental Health Services

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

TECHNICAL ASSISTANCE

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

To apply for technical assistance, see “Technical Assistance” (page 93).

PUBLICATIONS

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

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

To request copies of documents, see “Information Services” (page 87). In addition, a quarterly newsletter on jail mental health issues and suicide prevention, *Jail Suicide/Mental Health Update*, is available.

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

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

Prisons: Programs and Services



Prisons: Programs and Services

Leadership and Management

Training Programs

- Executive Training for Deputy Directors
- Executive Leadership Training for Women
- Executive Training for New Wardens
- Executive Training for Experienced Wardens
- Developing “Coaches” for New Wardens
- Supervisory Leadership for Women

Cooperative Agreement

- Executive Training for Women - Team Development

Prison Management and Operations

Training Programs

- Conducting Prison Security Audits
- Establishing a Positive Prison Culture
- Management of Violent, High-Risk, and Supermax Inmates
- Multi-Disciplinary Approach to Managing Prison Security Systems
- Operational Practice in Women's Prisons

Cooperative Agreement

- Prison Staffing Analysis

Technical Assistance

Institutional Culture

Technical Assistance

Videoconference

- Institutional Culture

Objective Classification

Training Program

- Comprehensive Objective Prison Classification Systems

Technical Assistance

Publications

Web Page

Leadership and Management

TRAINING PROGRAMS

Executive Training for Deputy Directors

Who Should Attend

Deputy directors and, in some cases, regional or division directors of state departments of corrections who have direct supervisory responsibility for state prison wardens and the operation of the state's prisons.

Note: This program is intended for the operational deputy or division director, not for deputies who manage other areas of the department. Only one applicant from each state will be selected.

Description

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

Application Requirements

Applicants must submit Form A (page 131). See "NIC-Paid Training Beyond Longmont, Colorado" (page 121) for more information.

Contact

Susan M. Hunter, Prisons Division; toll-free telephone 800-995-6423, ext. 40098, or (202) 514-0098; e-mail: shunter@bop.gov.

SANTA FE, NM

Dates: Nov. 5 - 8, 2002

Program: 03 - P801

Applications Due: Aug. 5, 2002

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program, videoconference, or distance learning training must submit Form B, C, or D (page 131).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 131) and supplemental information requested in the program description.

Executive Leadership Training for Women

WYE RIVER

QUEENSTOWN, MD

Dates: Jun. 22 - 27, 2003

Program: 03 - P3301

Applications Due: Mar. 24, 2003

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach to Form A (page 131) a resume describing the responsibilities of their current position and two most recently held positions and a statement of how this program will benefit them and their agency. See "NIC-Paid Training Beyond Longmont, Colorado" (page 121) for more information.

Contact

Evelyn Bush, Prisons Division; toll-free telephone: 800-995-6423, ext. 40376, or (202) 514-0376; e-mail: ebush@bop.gov.

Executive Training for New Wardens

SITE TO BE DETERMINED*

Dates: Mar. 17 - 21, 2003

Program: 03 - P2501

Applications Due: Dec. 17, 2002

Dates: Sept. 15 - 19, 2003

Program: 03 - P2502

Applications Due: Jun. 16, 2003

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

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach to Form A (page 131) a statement describing when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their

agencies. See “NIC-Paid Training Beyond Longmont, Colorado” (page 121) for more information.

Contact

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

Executive Training for Experienced Wardens

Who Should Attend

Wardens of state prisons who have been in their current position for 5 years or more.

Description

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

Application Requirements

Applicants must attach to Form A (page 131) a statement describing when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their agencies. See “NIC-Paid Training Beyond Longmont, Colorado” (page 121) for more information.

Contact

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

SITE TO BE DETERMINED*

Dates: Apr. 28 - May 2, 2003

Program: 03 - P3501

Applications Due: Jan. 28, 2003

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

Developing “Coaches” for New Wardens

SITE TO BE DETERMINED*

Dates: Jun. 2 - 6, 2003

Program: 03 - P3701

Applications Due: Mar. 3, 2003

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

Who Should Attend

Correctional administrators, wardens, and superintendents with a minimum of 5 years of experience.

Description

This new 36-hour training program provides a variety of coaching tools, techniques, and strategies to assist correctional administrators with maximizing the performance of new wardens who are in the first 2 years of their tenure. As a “student,” you will discuss coaching guidelines, obstacles to coaching, coaching styles, coaching skills, and assessment tools and instruments. As a “coach,” you will assist new wardens with issues such as conflict resolution, creating a balance for supervising peak performers and poor performers, handling difficult people, and motivating staff. Individuals who complete the training program will serve as resource providers for NIC by “coaching” wardens who complete the *Executive Training for New Wardens* program.

Application Requirements

Applicants must attach to Form A (page 131) a statement describing their current responsibilities, time in position, and how the coaching program will benefit them. Applicants must also state whether they will be willing to serve as a resource provider for NIC as a “coach” for one or more newly appointed wardens. See “NIC-Paid Training Beyond Longmont, Colorado” (page 121) for more information.

Contact

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

Supervisory Leadership for Women

Who Should Attend

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

Description

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

Application Requirements

Agencies interested in hosting this program must submit a letter of intent from the commissioner, secretary, or director of the state department of corrections to Susan M. Hunter, Chief of the Prisons Division, stating the agreement of at least two state systems to host the training. The letter may be sent by one participating agency with the signatures of both chief executives or separate letters may be sent by each agency. Letters must include the benefits that the agencies believe they would receive by hosting the program. Possible site recommendations must meet the criteria of federal government per diem rates and be included in the applications. Participants will be selected from the host agencies. See “NIC-Paid Training Beyond Longmont, Colorado” (page 121) for more information.

Contact

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

SITES TO BE DETERMINED*

Dates: Mar. 24 - 28, 2003

Program: 03 - P3303

Applications Due: Dec. 24, 2002

Dates: Sept. 8 - 12, 2003

Program: 03 - P3304

Applications Due: Jun. 9, 2003

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

Individuals should apply to the *Supervisory Leadership for Women* program **after** the host states have been selected.

Only applications from individuals in the selected host states will be accepted.

COOPERATIVE AGREEMENT

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

Executive Training for Women - Team Development

Check the *Federal Register* (January 2003) for RFA.

Scope of Work

NIC offered the first *Executive Training for Women* program in 1994 and has continued to build upon the success of that beginning effort. To ensure that its program incorporated the latest research and executive education advancements, NIC issued a Request for Proposal in 2001 to update the program with the most current research and knowledge about executive development for women. A revised 1-week program was developed (Phase 1) and a 3-day followup session to occur within 1 year (Phase 2) was also revised.

The current research points to the need for executives to comfortably and effectively create and work within teams in order to lead agencies now and in the future. The opportunities for women, in a predominantly male profession and having grown up in a time when team sports were not as prevalent as today for young girls, to have successful team experiences have been quite limited. Therefore, Phase 3 of the *Executive Training for Women* program will focus on the dynamics of successfully integrating team development into a woman's leadership style.

This project will produce a team leadership training program (Phase 3) that will be an optional component of NIC's *Executive Leadership for Women* program. Phase 3 will focus on the dynamics of integrating team development into an executive leadership style. It will include the most effective components of team leadership based on current research and experience, and produce a curriculum that outlines the professional development and learning experiences necessary to cultivate this aspect of an executive's professional development. Three to four members of an executive team, which includes executive women graduates from Phases 1 and 2, will be invited to participate in this program.

A session of the team leadership training program will be conducted on a test basis to ensure that the program meets the needs of its intended audience. The awardee of this cooperative agreement will work collaboratively with the Prisons Division in the development of the Phase 3 program.

Anticipated Funding

\$100,000

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

January 2003

Contact

Evelyn Bush, Prisons Division; toll-free telephone: 800-995-6423, ext. 40376, or (202) 514-0376; e-mail: *ebush@bop.gov*.

Prison Management and Operations

TRAINING PROGRAMS

Conducting Prison Security Audits

SITES TO BE DETERMINED*

Dates: Oct. 21 - 25, 2002

Program: 03 - P3201

Applications Due: Jul. 22, 2002

Dates: Apr. 7 - 11, 2003

Program: 03 - P3202

Applications Due: Jan. 7, 2003

Dates: Aug. 4 - 8, 2003

Program: 03 - P3203

Applications Due: May 5, 2003

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

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach a statement to Form A (page 131) describing their correctional experience, their current assignment and responsibilities related to security, and the security level and size of their facility. See "NIC-Paid Training Beyond Longmont, Colorado" (page 121) for more information.

Contact

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

Establishing a Positive Prison Culture

Who Should Attend

This training program will be offered to the staff at **one** state prison. The warden and all management staff, and representatives of the line staff, will be included in this training. Typically, 24 to 30 staff members will participate, but the program can be tailored to meet the needs of the institution.

Description

This new 24-hour program explores various strategies which can be used by prison administrators and staff to establish and maintain a positive institutional culture for staff and inmates. It will involve both management and line staff and will include such topics as team development, problem solving, organizational change, and communications among other topics.

The location of this training can be at the institution if sufficient space is available or at another nearby location such as a conference center, a hotel, etc. NIC will pay all expenses for the training but will not pay for overtime which may be necessary for staff to attend.

Application Requirements

The warden must submit a letter which contains the following: a statement regarding the reasons for requesting the training, including any critical or unusual events which influence the request; assurances that the warden and all management-level staff will fully participate; identification by position of other staff who would participate, including line staff; suggested location for training; and a letter of support from the director of corrections. After the prison is selected, individual staff members will be asked to submit Form A (page 131).

Contact

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

Site to Be Determined*

Dates: Jun. 9 - 13, 2003

Program: 03 - P1101

Letter Due By: Feb. 15, 2003

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

Management of Violent, High-Risk, and Supermax Inmates

COLORADO SPRINGS, CO

Dates: Sept. 22 - 26, 2003

Program: 03 - P3601

Applications Due: Jun. 23, 2003

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach a statement to Form A (page 131) describing their current responsibilities related to the treatment or management of violent, high-risk, and supermax inmates and their experience, skills, and training related to treatment and management of these inmates. See "NIC-Paid Training Beyond Longmont, Colorado" (page 121) for more information.

Contact

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

Multi-Disciplinary Approach to Managing Prison Security Systems

PARTNERSHIP SITES*

Dates: Nov. 18 - 22, 2002

Program: 03 - P4201

Applications Due: Aug. 19, 2002

Dates: May 5 - 9, 2003

Program: 03 - P4202

Applications Due: Feb. 5, 2003

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

Who Should Attend

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

Description

This 36-hour training program focuses on the need to address institutional security as a "seamless" system with integration of all component parts. It covers physical plant security, information systems, classification, and staffing analysis and emphasizes internal auditing and monitoring. This is a Partnership Program. **A correctional system must be selected before individual participants may apply.**

Application Requirements

Agencies interested in hosting this program must submit Form B (page 131). Those agencies proposing to include neighboring corrections jurisdictions will be given priority unless sound justification is provided for including only their own staff. See “Partnership Programs” (page 125) for more information.

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

Contact

John Mull, Prisons Division; toll-free telephone: 800-995-6429, ext. 154;
e-mail: jmull@bop.gov.

Operational Practice in Women’s Prisons

Who Should Attend

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

Description

This 36-hour program explores issues that are key to policy development and operational practice in the management of women’s prisons. It addresses legal issues, cross-gender supervision, design considerations, daily operations, and gender-responsive programming.

Application Requirements

Applicants must attach a statement to Form A (page 131) describing their current position and responsibilities and how long they have held the position; the name, location, security level, and size (staff and inmates) of their institution; and how they will benefit from this program. See “NIC Training Center Programs in Longmont, Colorado” (page 115) for logistical information.

Contacts

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

NIC TRAINING CENTER

LONGMONT, CO

Dates: May 19 - 23, 2003

Program: 03 - P3101

Applications Due: Feb. 19, 2003

COOPERATIVE AGREEMENT

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

Prison Staffing Analysis

Check the *Federal Register*
(January 2003) for RFA.

Scope of Work

The overall goal of this project is to identify “best practices” in prison staffing analysis, and to identify strategies to defend appropriate staffing levels during periods of state budget reductions.

A cooperative agreement will be awarded to produce a document describing the knowledge gained during the several years that the NIC Prisons Division offered a training program on *Prison Staffing Analysis*. The awardee will outline the different methodologies discussed in the training program and identify various protocols that were used. In addition, the awardee will review other existing materials on staffing analysis, including a document produced by the NIC Jails Division.

The awardee will research and identify current practices in correctional agencies in conducting prison staffing analysis. The recipient will also research staffing patterns and needs of women’s prisons, which frequently present different staffing issues than do men’s prisons. The awardee will look at trends and offer recommendations for staffing patterns at women’s prisons. The recipient will be asked to look at staffing patterns and needs of special offender population units, such as for the mentally ill and for the chronically ill. The recipient will include findings from these facilities and make staffing pattern recommendations within the document.

Anticipated Funding

\$100,000

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

January 2003

Contact

Sharon Floyd, Prisons Division; toll-free telephone: 800-995-6423, ext. 44072, or (202) 514-4072; e-mail: sjfloyd@bop.gov.

TECHNICAL ASSISTANCE

To assist state prisons and department of corrections with managing their institutions in a more effective manner, technical assistance is available in any area of **prison management or operations**. Refer to the section on “Technical Assistance” (page 93) for information.

Institutional Culture

This initiative focuses on the major driving influences in developing a positive culture within correctional institutions. It combines the Prisons Division’s work over the past few years in the areas of institution mission change, workforce, strategic planning and response, and organizational development. The NIC *Protocol on Assessment of Institutional Culture*, which will provide assessment tools and strategies for addressing institutional culture, is available to assist correctional agencies in assessing their institutional culture.

TECHNICAL ASSISTANCE

Institutional Culture

Six to eight state correctional systems will receive intensive technical assistance to accomplish one of the following: change the mission of an institution, assess an institution’s culture, implement strategic planning, or strategic management response. In all selected sites, the long-term services of a consultant/consultant group will be available during the time necessary for the system to accomplish the planned systems change.

Application Information

An invitation to submit applications for selection to receive intensive technical assistance on institutional culture will be sent to directors of corrections in early 2003. The department of corrections and the NIC project team will determine appropriate participants in the project.

Contacts

Evelyn Bush, Prisons Division; toll-free telephone: 800-995-6423, ext. 40376, or (202) 514-0376; e-mail: *ebush@bop.gov*.

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

VIDEOCONFERENCE

Institutional Culture

VIDEOCONFERENCE*

Date: Jul. 16, 2003

Program: 03 - S9003

Applications Due: Jul. 9, 2003

*Visit www.nicic.org for sites.

Who Should Attend

Correctional administrators and staff who have an interest in learning how to assess and change the culture of a correctional institution.

Description

Identifying the factors shaping an institution's culture and attempting to change that culture require an ability to assess the environment, skills in organizational change dynamics and a foundation in sound correctional management practices. The NIC Prisons Division has been working in the area of institutional culture for the past 5 years. This videoconference will discuss many of the "lessons learned" from that work. An Institutional Culture Assessment protocol has been developed, pilot tested, and implemented in several prisons. The development of the Protocol and the type of information it provides will be examined. Examples of strategic planning and response to change a prison's culture will also be provided. Information on how an institution can receive assistance to change its culture will be discussed.

Application Requirements

Agencies wishing to participate in this videoconference must submit Form C (page 131). Registration can also be completed online at NIC's Web site (www.nicic.org). See "Videoconferences" (page 99) for more information.

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

Contact

Program content: Randy Corcoran, Prisons Division; toll-free telephone: 800-995-6423, ext. 40058, or (202) 514-0058; e-mail: rcorcoran@bop.gov.

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

Objective Classification

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

TRAINING PROGRAM

Comprehensive Objective Prison Classification Systems

Who Should Attend

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

Description

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

Application Requirements

Each team member must complete Form A (page 131); only one supplementary statement for the team is required. The statement must describe the position and role of each team member in the classification process, the classification issues the agency wants to address, and the status of the agency's work in developing a comprehensive classification system. Applicants will be sent a questionnaire to complete. See "NIC Training Center Programs in Longmont, Colorado" (page 115) for logistical information.

Contact

Madeline Ortiz, Prisons Division; toll-free telephone: 800-995-6423, ext. 30481, or (202) 353-0481; e-mail: mmortiz@bop.gov.

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: Jul. 7 - 11, 2003

Program: 03 - P701

Applications Due: Apr. 7, 2003

TECHNICAL ASSISTANCE

Technical assistance will be provided to at least three additional state correctional systems to assess, validate, and improve objective prison classification systems. During the past 4 years, intensive assistance has been or is currently being provided through cooperative agreements to 20 correctional agencies to validate or revalidate their systems, to 8 states to develop and implement internal classification systems, and to 7 states to develop classification instruments and procedures that are valid and appropriate for women offenders. In addition, short-term technical assistance has been provided to several correctional agencies.

To apply for technical assistance, see “Technical Assistance” (page 93).

PUBLICATIONS

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

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

The following publications are under development and will be available in 2002:

- *Guidelines for Classification of High-Risk and Special Management Prison Inmates.*
- *Guidelines for the Development of Comprehensive Prison Classification Systems.*
- *Guidelines for Intake Assessment and Case Management in Prison Classification.*
- Bulletins for correctional administrators on prison classification.

To request copies of documents, see “Information Services” (page 87).

WEB PAGE

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

Contact

Sharon Floyd, Prisons Division; toll-free telephone: 800-995-6423, ext. 44072, or (202) 514-4072; e-mail: *sjfloyd@bop.gov*.

Community Corrections: Programs and Services



Community Corrections: Programs and Services

Executive Orientation

Training Programs

- Orientation for New Probation and Parole Chief Executive Officers
- Orientation for Parole Board Members

Effective Offender Management

Training Programs

- Effective Interventions: The Role of Administration

Cooperative Agreement

- Curriculum Development: Effective Supervision of Women Defendants and Offenders in the Community

Technical Assistance

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

Management and Operations

Technical Assistance

- Managing Transition From Prison to the Community
- Interstate Compact for Adult Offender Supervision

Videoconference

- Transition From Prison to the Community

Executive Orientation

We encourage community corrections administrators to review and select from leadership and management courses offered in all discipline training sections of this Service Plan. The Community Corrections Division continues to recognize the value of orientation training for new probation and parole executives, and parole board members. These courses focus on knowledge and skills important to a sound beginning to your new career.

TRAINING PROGRAMS

Orientation for New Probation and Parole Chief Executive Officers

Who Should Attend

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

Description

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

Application Requirements

Applicants must submit Form A (page 131). See “NIC-Paid Training Beyond Longmont, Colorado” (page 121) for more information.

Contact

Rick Faulkner, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40100, or (202) 514-0100; e-mail: rfaulkner@bop.gov.

**SAM HOUSTON STATE
UNIVERSITY
HUNTSVILLE, TX**

Dates: Mar. 23 - 28, 2003

Program: 03 - C4001

Applications Due: Dec. 23, 2002

Dates: Sept. 21 - 26, 2003

Program: 03 - C4002

Applications Due: Jun. 20, 2003

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: Jun. 9 -13, 2003

Program: 03 - C2101

Applications Due: Mar. 10, 2003

Orientation for Parole Board Members

Who Should Attend

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

Description

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

Application Requirements

Applicants must complete Form A (page 131) and enter the effective date of their appointment to the board on the “Years in position” line. The application must be endorsed by the parole chair. See “NIC Training Center Programs in Longmont, Colorado” (page 115) for logistical information.

Contact

Cranston Mitchell, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40117, or (202) 514-0117; e-mail: mcranston@bop.gov.

Effective Offender Management

Since the mid-1990s, the Community Corrections Division has promoted a strategy of awareness building regarding managing offenders more effectively. Through training and technical assistance, policy makers and correctional practitioners have learned that we now know a great deal about how to impact offenders' behavior in ways that reduces new crimes and new victims.

The major program offering moves from building awareness to implementation of the social learning theory application known internationally as "what works." In addition, we continue to refine the application of that theory based on gender and cultural appropriateness.

TRAINING PROGRAM

Effective Interventions: The Role of Administration

Who Should Attend

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

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

Description

Administrators of community-based correctional initiatives are increasingly expected to reduce the risk that offenders will violate the terms of their community placement by committing new crimes. Introduction of a wide range of assessment tools, cognitive learning curriculum, supervision styles, new administrative performance measures, and intervention strategies has

**NIC TRAINING CENTER
LONGMONT, CO**

Dates: June 9 - 13, 2003

Program: 03 - C2401

Applications Due: Mar. 10, 2003

posed new complexities in managing a process that will produce desired results and not merely traditional activities.

Participants in this training will gain a better understanding of whether the intended outcomes projected for the offender population under their management are consistent with evidence-based practice. They will define the elements of an effective offender management process and learn how to integrate those elements in their jurisdiction with greater precision and detail. Participants will learn how to select from tools that help achieve the performance outcomes that they should expect of themselves, their staff, and the offender population. They also will define the measures and measurements of performance to be tracked and evaluated by their organization.

Application Requirements

Applicants must attach a supplementary statement to Form A (page 131) that summarizes their agencies' involvement with implementing the principles of effective intervention and any NIC training programs or technical assistance they have received related to these principles. See "NIC Training Center Programs in Longmont, Colorado" (page 115) for logistical information.

NOTE: This training program replaces *Changing Offender Behavior to Promote Public Safety*, which will be offered through the Academy's regional volunteers, who conduct NIC-sponsored training throughout the nation (see "Regionalization," page 18).

Contact

Mark Gornik, Community Corrections Division; toll-free telephone: 800-995-6429, ext. 43066, or (202) 514-3066; e-mail: mgornik@bop.gov.

COOPERATIVE AGREEMENT

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

Curriculum Development: Effective Supervision of Women Defendants and Offenders in the Community

Scope of Work

NIC will work with a single cooperative agreement awardee to develop a curriculum on the effective supervision of women defendants and offenders in the community for preservice and inservice training of community corrections managers and line staff. The new curriculum will focus on the practical knowledge and skills that line probation, parole, and pretrial service officers need in order to enhance successful outcomes for women defendants and offenders in the community. The awardee will employ adult learning techniques and develop modules which can be used in flexible training formats for a maximum of 16 hours of training.

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

The curriculum should draw directly from training guides, video clips, and resource materials already developed by NIC and by other public and private agencies. Curriculum materials developed by NIC include: *Critical Issues in Managing Women Offenders*, *Developing an Agency-Wide Approach on Women Offenders*, and *Sentencing Women Offenders: A Training Curriculum for Judges*. It also must incorporate research and practice findings from two NIC studies: *Gender Responsive Strategies: Research, Practice and Guiding Principles* by Barbara Bloom et al.; and *A Descriptive Analysis of Community Corrections Strategies for Women Offenders* by Kay Harris.

Anticipated Funding

\$70,000

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

October, 2002

Contact

Maureen Buell, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40121, or (202) 514-0121; email: mbuell@bop.gov.

TECHNICAL ASSISTANCE

Implementing Effective Correctional Management of Offenders in the Community

Who Should Apply

Statewide agencies who oversee or are responsible for the direct management of offenders in the community under orders of the court or a releasing authority. Statewide systems are defined as state agencies or organizations of county government agencies covering all geographic regions of the state with continuous custody and supervision of offenders for the full term of their legal disposition.

Description

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

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

Application Requirements

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

Contact

Mark Gornik, Community Corrections Division; toll-free telephone: 800-995-6429, ext. 43066, or (202) 514-3066; e-mail: mgornik@bop.gov.

Improving Community Responses to Women Offenders

Who Should Apply

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

Description

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

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

Application Requirements

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

To apply for technical assistance, see "Technical Assistance" (page 93).

Contact

Maureen Buell, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40121, or (202) 514-0121, e-mail: mbuell@bop.gov.

See also . . .

- Women Offenders: Critical Policy Issues (page 30).
- Women Offenders: Developing an Agencywide Approach (page 29).
- NIC Web page on women offenders: www.nicic.org.

Management and Operations

With the interest in the large numbers of offenders returning to the community and concern over the percentage who are likely to make a successful reentry, the Community Corrections Division will offer several states the opportunity to develop well-defined policy for correctional institutions, releasing authorities, and field supervision to increase the successful transition of the offender from prison to the community. Additionally, NIC continues to support the adoption of the new Interstate Compact for Adult Offender Supervision.

TECHNICAL ASSISTANCE

Managing Transition From Prison to the Community

Who Should Apply

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

Description

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

Application Requirements

A cooperative agreement to select a service provider to work with the NIC Community Corrections Division on this project was announced in November 2000. The cooperative agreement was awarded to Abt Associates, resulting in the development of the Transition From Prison to the Community model. State departments of corrections, parole boards, and parole supervision agencies should make application by submitting a letter of interest to participate in the transition project. The letter will require joint signatures from CEOs of the corrections department, the releasing authority, and the supervision agency. Upon receipt of the letter of interest, a formal application will be sent to those interested parties requesting specific information about their organization. NIC will review the applications and award up to five states the technical assistance to develop the transition model.

Due date and requirements for the letter of interest will be posted on the NIC Web site (www.nicic.org).

Contact

Cranston Mitchell, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40117, or (202) 514-0117; e-mail: mcranston@bop.gov.

Interstate Compact for Adult Offender Supervision

Description

This initiative is intended to help states more effectively manage the movement and supervision of adult parolees and probationers who cross state lines. Thirty-five jurisdictions must pass an amended interstate compact for the initiative to take effect. It is expected that at least thirty-five jurisdictions will enact the compact by the end of FY2002. Many of the remaining states are expected to act during FY2003. Although outcomes of the FY2002 legislative sessions will determine the precise nature of FY2003 activities, two primary efforts are anticipated. First, assistance will include continued support to states that have yet to pass the amended compact and are considering whether to do so. Secondly, if the enacted threshold has been achieved, support will be provided to the Interstate Commission for Adult Offender Supervision so they may begin mandated rule making and decision making functions. This would include assistance in convening commission and committee meetings, help in developing an automated information system, and providing staff support until the commission is functionally and financially self sustaining.

For additional information on the Interstate Compact for Adult Offender Supervision, visit our Web site: www.nicic.org.

Telephone inquiries are encouraged.

Contact

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

VIDEOCONFERENCE

Transition From Prison to the Community

VIDEOCONFERENCE*

Date: Feb. 19, 2003

Program: 03 - S9001

Applications Due: Feb. 12, 2003

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

Who Should Attend

Department of Corrections Directors and/or Deputy Directors, Paroling Authorities Chairperson, Supervision Agency Director for parole supervision, and their policy support staff.

Description

This 3-hour videoconference will provide information on the transition initiative and a description of the model, based on extensive practitioner input, that was created by Abt Associates and NIC for the leadership of state correctional systems. This presentation will assist states in improving upon or developing a model approach to the transitioning of offenders from prison back to the community. This initiative is designed to not only assist those offenders released to community supervision, but also those who have served their full sentence.

Application Requirements

Agencies interested in hosting this distance learning training must submit Form D (page 131). See “Videoconferences” (page 99) for additional information.

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


Contacts

Program content: Cranston Mitchell, Community Corrections Division; toll-free telephone: 800-995-6423, ext. 40117, or (202) 514-0117; e-mail: mcranston@bop.gov.

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

International Assistance



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International Assistance

Contact Information

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

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

Contact Information

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

Information Services





Information Services

NIC Information Center

How to Request Information

NIC Online

NIC Information Center

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

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

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

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

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

Share Your Information

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

How to Request Information

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

The NIC Web site describes Information Center services, lists downloadable publications, and features a searchable database of more than 1,600 NIC publications. The Web site also provides access to a variety of corrections links and to the NIC Corrections Exchange, an e-mail discussion group on corrections issues.

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

NIC Information Center

1860 Industrial Circle, Suite A

Longmont, CO 80501

Telephone: (303) 682-0213

Toll-free: 800-877-1461

Fax: (303) 682-0558

Web address: www.nicic.org

E-mail address: asknicic@nicic.org

Fax-on-demand: (303) 678-9049

NIC Online

For up-to-the-minute information about NIC opportunities and resources, visit the NIC Web site at www.nicic.org. The NIC Web site is a source of current information year-round on training programs, videoconferences, cooperative agreements, and targeted assistance opportunities. Updates are posted each day.

Program-related information includes—

- Dates and locations for scheduled and added program offerings.
- An updated event calendar.
- Online forms for applying for programs.

Web pages support each NIC videoconference and distance learning program. These pages provide resources for participants and technical information for satellite downlink host sites. Links enable visitors to view both live broadcasts and previously broadcast NIC videoconferences through video streaming.

Visitors to NIC's Web site can find information on special NIC initiatives and assistance opportunities. The Web site is used to—

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

Resources

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

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

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

The NIC home page presents key announcements and links to major sections of the NIC Web site. On the top of each Web page, a menu bar provides drop-down access to the most-used sections of the site. A site map is also available.

www.nicic.org

Technical Assistance





Technical Assistance

Who Should Apply

Description

NIC Review

Application Requirements

Where to Apply

Who Should Apply

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

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

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

Description

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

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

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

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

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

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

NIC Review

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

Application Requirements

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

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

The chief executive officer is defined as follows:

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

Where to Apply

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

To request technical assistance specifically related to prisons, community corrections, special projects, or the Office of Job Training and Placement, send a written request to the Technical Assistance Manager of the appropriate division or office at:

National Institute of Corrections

320 First Street NW
Washington, DC 20534

Phone: 800-995-6423

Fax: (202) 307-3361

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

National Institute of Corrections

1960 Industrial Circle
Longmont, CO 80501

Phone: 800-995-6429

Fax: (303) 682-0469

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

Due to additional security measures being taken with U.S. Mail received at the National Institute of Corrections, it is suggested that a copy of the request for technical assistance to divisions located in the Washington, D.C., office be faxed to (202) 307-3361. The original request should then be mailed to the Washington, D.C. office.

Requests for technical assistance submitted to the Jails or Academy Divisions in the Longmont, CO, office can be mailed using normal postal procedures.

Videoconferences



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Videoconferences

Calendar

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

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

During fiscal year (FY) 2003, NIC will produce several live satellite/Internet videoconferences that can be viewed at hundreds of sites throughout the United States. These 3-hour broadcasts deal with current topics in correctional policy and practices via presentations by content experts, vignettes, and interviews with criminal justice practitioners (see “Videoconference Calendar”).

Satellite downlink is the preferred method for participating in live programs. Internet viewing is also possible on computers with suitable software, but NIC recommends that viewers take part in a group downlink setting if possible. **The broadcasts will be CLOSED CAPTIONED for the hearing impaired.**

VIDEOCONFERENCE CALENDAR													
Page	Training Program	2002			2003								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
17	Developing an Effective New Employee FTO Program											20	
21	The Criminal Justice Response to Children of Prisoners and Their Caretakers									18			
TRAINING FOR PRISONS													
66	Institutional Culture										16		
TRAINING FOR COMMUNITY CORRECTIONS													
82	Transition From Prison to the Community					19							

Costs and Logistics

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

The local agency that hosts a videoconference covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate questions to the presenters. During FY 2003, analog C-Band and digital KU-band transponders will be used. Agencies that do not have their own downlink can often use a downlink-equipped meeting room at a local community college,

hotel, or government agency. You can also contact Ed Wolahan toll-free at 800-995-6429, ext. 131, or e-mail ewolahan@bop.gov to locate a satellite dish in your area.

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

Site Coordinator's/ Facilitator's Role

- **Register your site.** Submit Form C (page 131), visit the NIC Web site (www.nicic.org), or fax the form to NIC at (303) 682-0469. By registering as a site, you are agreeing to coordinate all matters related to this videoconference.
- **Secure an analog C-Band or digital KU-Band satellite downlink and meeting room for transmission.** The room must be large enough to accommodate participants, trainers, and an adequate number of television sets or monitors for the number of viewers present.
- **Invite various disciplines.** If, for example, you work at a jail, invite probation and parole, prison (state and federal), and other criminal justice practitioners in your area. Send a flier promoting this videoconference to prospective participants. Your goal is to have a minimum of 25 participants.
- **Duplicate program materials.** Photocopy the program agenda, presenters' information, continuing education units (CEU) information and forms, evaluation forms, and related handouts. Encourage your participants to download the related reading materials to learn more about the topic. All materials are available on our Web site: www.nicic.org.
- **Convene your group.** Provide a map and good directions to your training site to invited participants. Test your system's reception 30 minutes before the broadcast begins. The satellite coordinates will be provided through a link on the program's Web page at www.nicic.org. Ask participants to introduce themselves.
- **View the broadcast and conduct local activities.** Pass out the material for participants and review the agenda. Encourage participants to ask the presenters questions via telephone, fax, or e-mail. Lead a discussion after the broadcast about the information presented.

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

Application Requirements

Agencies interested in hosting a videoconference must submit Form C (page 131). Registration can also be completed online at NIC's Web site (www.nicic.org).

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

Distance Learning Training



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Distance Learning Training

Calendar

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

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

NIC will conduct two distance learning training programs and one site coordinator training during fiscal year (FY) 2003. Videotapes will be provided for site coordinators who were unable to attend the June 2002 site coordinator training for *Offender Job Retention for Corrections Professionals*.

Satellite downlink is the preferred method for participating in live programs. Internet viewing is also possible on computers with suitable software, but NIC recommends that viewers take part in a group downlink setting if possible. **The broadcasts will be CLOSED CAPTIONED for the hearing impaired.**

Distance Learning Training Calendar													
Page	Training Program	2002			2003								
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
Training for All Corrections Disciplines													
20	Youthful Offenders in Adult Corrections								14-15*				15-19*
27	Offender Job Retention for Corrections Professionals	7-11**											

*Site coordinator/facilitator training

**Training program

Costs and Logistics

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

The local agency that hosts a distance learning training covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate questions to the presenters. During FY 2003, analog C-Band and digital KU-band transponders will be used. Agencies that do not have their own downlink can often use or rent a downlink-equipped meeting room at a local community

college, hotel, or government agency. Agencies can also contact Ed Wolahan toll-free at 800-995-6429, ext. 131, or e-mail ewolahan@bop.gov to locate a satellite dish in their area.

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

Site Coordinator's/ Facilitator's Role

- **Register your site.** Mail or fax Form D (page 131), signed by your chief executive officer, to NIC at (303) 682-0469. (You can also download and print the form from the NIC Web site: www.nicic.org.) By registering as a site, you are agreeing to coordinate all matters related to this distance learning training.
- **Secure an analog C-Band or digital KU-band satellite downlink and meeting room for both transmissions.** For the 8-hour trainer's training, the room must accommodate three to four trainers. For the 12- to 16-hour training program broadcast and associated local training, the space must accommodate all local site participants and trainers. Both sessions must have an adequate number of television sets or monitors for the number of viewers present.
- **Participate in site coordinator training.** Training for trainers is conducted via satellite and Internet broadcast several weeks before the distance learning training date. NIC recommends a three-person team to serve as site coordinators: a content expert with knowledge of the topic, a facilitator, and a person who has skills in this technology. This training will teach each site coordinator how to facilitate the off-air activities during the main program. The taped program is usually available via the Internet within a few days of the broadcast, and videotapes also can be obtained from the NIC Information Center.
- **Invite various disciplines.** If, for example, you work at a jail, invite probation and parole, prison (state and federal), and other criminal justice practitioners in your area. Send a flier promoting the training to prospective participants. Your goal is to have a minimum of 25 participants.
- **Duplicate program material.** NIC will send each site coordinator a camera-ready copy of the participants' manual, facilitators' manual, and related material for this training. It will be your responsibility to duplicate all necessary material for each participant.

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

Application Requirements

Agencies interested in hosting a distance learning training must submit Form D (page 131).

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

e-Learning Training





e-Learning Training

Application Requirements

During fiscal year 2003, NIC will expand the opportunity for correctional professionals to access NIC training by providing high-quality, interactive, learner-driven training experiences using the Internet.

Using this Web-based instruction, participants can receive the same high-quality NIC training experience from the comfort of their computer workstations or even from their homes. No travel expenses or release time from the job are required. Access to high-quality staff development experiences has never been more convenient.

**Training program topics will be posted on the NIC Web site.
New programs will be added and made available throughout the year.**

Application Requirements

Visit the NIC Web site at www.nicic.org for the specific details of what, when, and how to access NIC's e-Learning programs. Complete information will be provided regarding equipment requirements (modem speed, bandwidth, and memory) as well as registration, program content and length, certification, and additional resources.

Check the NIC Web site at
www.nicic.org
under e-Learning for information
on how to access e-Learning
programs.

NIC Training Center Programs in Longmont, Colorado





NIC Training Center Programs in Longmont, Colorado

Costs and Logistics

Calendar

Application Requirements

Cancellations

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

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 131) and supplemental information requested in the course description.

Costs and Logistics

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

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

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

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

NIC TRAINING CENTER PROGRAMS IN LONGMONT, COLORADO

NIC TRAINING CENTER PROGRAMS IN LONGMONT, COLORADO, CALENDAR													
		2002			2003								
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
5	Executive Excellence								11-23				
6	Correctional Leadership Development							Apr. 22-May 2			8-18		9-19
8	Management Development for Women and Minorities		4-8				10-14						
9	Advanced Management Strategies for Women and Minorities									23-27			
10	Strategies for Building Effective Work Teams									23-27			
12	Training for Agency Training Coordinators/Directors						16-21			1-6			
13	Training Design and Development						Mar. 30-Apr. 4				Jul. 27-Aug. 1		
15	Institutional Field Training Officer Program Development				27-31								
29	Women Offenders: Developing an Agencywide Approach										20-25		
TRAINING FOR JAILS													
35	Administering the Small Jail			8-13			Mar. 30-Apr. 4						
41	How to Run a Direct-Supervision Housing Unit: Training for Trainers					2-14						17-29	
42	Inmate Classification in Jails						9-14				20-25		
44	Planning of New Institutions		18-22					7-11					
45	Managing Jail Design and Construction							7-11			Jul. 28-Aug. 1		
TRAINING FOR PRISONS													
63	Operational Practice in Women's Prisons								19-23				
67	Comprehensive Objective Prison Classification Systems										7-11		
TRAINING FOR COMMUNITY CORRECTIONS													
74	Orientation for Parole Board Members									9-13			
75	Effective Interventions: The Role of Administration									9-13			

Application Requirements

The application for individuals (Form A) can be found on page 131. Applications must be endorsed as described on the back of Form A. If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application; only one supplementary statement for the team is required unless otherwise requested. The team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged. **Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.**

Cancellations

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

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

NIC-Paid Training Beyond Longmont, Colorado





NIC-Paid Training Beyond Longmont, Colorado

Calendar

Costs and Logistics

Application Requirements

Cancellations

NIC-PAID TRAINING BEYOND LONGMONT, COLORADO

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

NIC-PAID TRAINING BEYOND LONGMONT, COLORADO, CALENDAR													
		2002			2003								
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS													
22	Addressing Staff Sexual Misconduct With Inmates						9-14						
23	Investigating Allegations of Staff Sexual Misconduct With Inmates										13-18		
TRAINING FOR JAILS													
40	Orientation to Direct-Supervision Jails									16-20			
TRAINING FOR PRISONS													
53	Executive Training for Deputy Directors		5-8										
54	Executive Leadership Training for Women									22-27			
54	Executive Training for New Wardens						17-21						15-19
55	Executive Training for Experienced Wardens							Apr. 28-May 2					
56	Developing "Coaches" for New Wardens									2-6			
57	Supervisory Leadership for Women						24-28						8-12
60	Conducting Prison Security Audits	21-25						7-11				4-8	
61	Establishing a Positive Prison Culture									9-13			
62	Management of Violent, High-Risk, and Supermax Inmates												22-26
TRAINING FOR COMMUNITY CORRECTIONS													
73	Orientation for New Probation and Parole Chief Executive Officers						23-28						21-26

Costs and Logistics

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

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

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

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

Application Requirements

The application for individuals (Form A) can be found on page 131. Applications must be endorsed as described on the back of Form A. If a training program is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application, but only one supplementary statement for the team is required unless otherwise requested. The team applications and statement must be sent together to NIC. Applicants will be notified 60 days before the program date if they are selected to attend. All applications will be acknowledged. **Applications that do not include the supplementary materials, are not properly endorsed, or are incomplete will be returned.**

Cancellations

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

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 131) and supplemental information requested in the course description.

Partnership Programs



Partnership Programs

Calendar

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

Cancellations

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

Partnership programs bring NIC training to local communities across the nation. State and local agencies apply and are selected to host partnership programs, which are conducted in the agency's facility or a facility for which

PARTNERSHIP PROGRAM CALENDAR													
		2002			2003								
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS													
7	Management Development for the Future, Phase 1						24-28			9-13		4-8	
10	Strategies for Building Effective Work Teams							Apr. 28-May 2					8-12
11	Public and Media Relations				21-23		11-13		20-22				
12	Training for Agency Training Coordinators/Directors			9-12	6-9								15-18
13	Training Design and Development									16-20		18-22	
14	Foundation Skills for Trainers					3-7			19-23			18-22	
15	Institutional Field Training Officer Program Development	29-31				4-6							
16	Small Agency Initiative: Building Internal Training Capacity	Host sites recommend dates.*											
30	Women Offenders: Critical Policy Issues	Host sites recommend dates.*											
TRAINING FOR JAILS													
36	Jail Administration	Host sites recommend dates.*											
36	Jail Resource Management	Host sites recommend dates.*											
39	Effective Inmate Supervision	Host sites recommend dates.*											
47	Jail as Part of County Government	Host sites recommend dates.*											
TRAINING FOR PRISONS													
62	Multi-Disciplinary Approach to Managing Prison Security Systems		18-22						5-9				

the agency contracts. Depending on the program, participants may be from the host agency only or from the host agency and other corrections agencies in the geographical area.

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

Costs and Logistics

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

Site Coordinator's/ Facilitator's Role

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

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

Application Requirements

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

Agencies interested in hosting a partnership program must submit the Statement of Interest to Host Partnership Programs (Form B on page 131). NIC staff will explore with the agency contact person the appropriateness of the training to meet the agency's needs and the agency's ability to provide the required logistical support for the program.

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

Cancellations

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

Forms



Forms

Form A: Application for Individuals

Form B: Statement of Interest to Host Partnership Programs

Form C: Site Coordinator's Registration for 3-Hour Videoconference

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

Form E: Application for Regional Field Coordinator

Application for Individuals

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

Training program title _____

Training program number 02- _____

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

Name _____

Mr. _____ Ms. _____ Mrs. _____

Social Security No. _____

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

Title _____

Years in position _____

Is your primary job responsibility staff training?

Yes _____ No _____

Agency _____

Mailing address _____

City _____ County _____

State _____ ZIP code _____

Telephone (____) _____ Fax (____) _____

E-mail _____

Primary area of corrections (check one):

_____ Adult jail

_____ Adult community corrections

_____ Adult prison

_____ Other (explain): _____

Type of agency (check one):

_____ Federal—Bureau of Prisons

_____ Federal—Other

_____ State

_____ Indian Country—Bureau of Indian Affairs

_____ Indian Country—Tribal

_____ Regional

_____ County

_____ Municipal

_____ U.S. commonwealth or territory

_____ Foreign

_____ Private

Agency/institution information:

Institution/facility population _____
or

Agency population _____

Total number of agency staff _____

Number of staff you supervise _____

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

_____ Each team member must complete an application.

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

_____ Team members must be listed below.

_____ All applications must be sent together.

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

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

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

I agree to

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

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

Signature _____

Date _____

Endorsement of Application by Agency Chief Executive Officer

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

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

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

Nomination/Endorsement

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

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

Signature of chief executive officer

Date

Type or print name

Title of chief executive officer

()

Telephone

Statement of Interest to Host Partnership Programs

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

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

Agency name _____

Agency address _____

City/State _____ ZIP Code _____

Agency contact person _____

Title _____

Telephone () _____ Fax () _____

Title of partnership program requested _____

Training date(s) in order of priority _____

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

Endorsement of Application by Agency Chief Executive Officer

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

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

Signature of chief executive officer

Date

Type or print name

Title of chief executive officer

()

Telephone

Endorsement of Application by Agency Chief Executive Officer

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

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

Site Coordinator's Registration for 3-Hour Videoconference

Program Title _____

Program Date _____

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

Please type or print legibly the information requested

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

Application date _____

Site coordinator/contact person _____

Title _____

Agency name _____

Mailing address _____

Contact numbers:

Telephone () _____

Fax () _____

E-mail address _____

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

Satellite _____

Internet _____

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

Program Title _____

Date of Site Coordinator's Training _____

Date of Distance Learning Program _____

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

Applicant site coordinator _____ Title _____

Agency name _____

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

Agency address _____

City/State _____ ZIP Code _____

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

E-mail address _____

Signature of applicant _____ Date _____

Nomination/Endorsement

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

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

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

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

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

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

☐ Satellite or ☐ Internet for reception

Signature of administrator/CEO_____
Date_____
Type or print name_____
Title of administrator/CEO(____)

Telephone

WHO SHOULD ENDORSE APPLICATIONS

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

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

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

Application for Regional Field Coordinator

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

Mr. _____ Ms. _____ Mrs. _____

Name _____

Title _____

Is your primary job responsibility staff training?

Yes _____ No _____

Number of offenders/clients _____

Number of staff _____

Agency _____

Mailing address _____

City _____ County _____

State _____ ZIP Code _____

Telephone (____) _____

Fax (____) _____

E-mail _____

Type of agency (check one)

_____ Federal—Bureau of Prisons

_____ Federal—Other

_____ State

_____ Indian country—Bureau of Indian Affairs

_____ Indian country—Tribal

_____ Regional

_____ County

_____ Municipal

_____ U.S. commonwealth or territory

_____ Foreign

_____ Private

Primary area of corrections (check one)

_____ Adult jail

_____ Adult community corrections

_____ Adult prison

_____ Other _____

Signature _____

Date _____

Nomination/Endorsement

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

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

Signature of chief executive officer

Date

Type or print name

Title of chief executive officer

(____) _____
Telephone

Endorsement of Application by Agency Chief Executive Officer

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

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

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

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