NIC Service Plan for Fiscal Year 1999

- Training
- Technical Assistance
- Information Services

National Institute of Corrections

Morris L. Thigpen, Director Larry Solomon, Deputy Director

Washington, D.C., Offices

320 First Street, N.W. Washington, D.C. 20534

Telephone: 202-307-3106 Toll-free: 800-995-6423 Fax: 202-307-3361

Susan M. Hunter Chief, Prisons Division

George M. Keiser Chief, Community Corrections Division Longmont, Colorado, Offices

1960 Industrial Circle, Suite A Longmont, Colorado 80501

> Telephone: 303-682-0382 Toll-free: 800-995-6429 Fax: 303-682-0469

Robert M. Brown, Jr. Chief, Academy Division

Virginia A. Hutchinson Chief, Jails Division

NIC Information Center: 303-682-0213 (toll-free: 800-877-1461)

Fax: 303-682-0558

Internet e-mail: asknicic@nicic.org

Advisory Board

Shay Bilchik Administrator Office of Juvenile Justice and Delinquency Prevention Washington, D.C.

Michael Brown Attorney New Hampshire Department of Corrections Concord, New Hampshire

Norman A. Carlson Adjunct Professor Department of Sociology University of Minnesota Stillwater, Minnesota

Sharon English
Deputy Director
California Youth Authority
Office of Prevention and Victims'
Services
Sacramento, California

Newman Flanagan Executive Director National District Attorneys Association Alexandria, Virginia Michael Gaines Chairman U.S. Parole Commission Chevy Chase, Maryland

Olivia Golden Assistant Secretary for Children and Families Department of Health and Human Services

Washington, D.C.

James H. Gomez
Deputy Executive Officer
California Public Employees
Retirement System
Sacramento, California

Norval Morris Professor University of Chicago Law School Chicago, Illinois

Barry J. Nidorf Chief Probation Officer, Retired Los Angeles Probation Department Granada Hills, California Gayle Ray Sheriff Davidson County Nashville, Tennessee

Laurie Robinson Assistant Attorney General Office of Justice Programs Washington, D.C.

Kathleen Hawk Sawyer Director Federal Bureau of Prisons Washington, D.C.

Arthur M. Wallenstein
Director
King County Department of Adult
Detention
Seattle, Washington

Odie Washington Director Illinois Department of Corrections Springfield, Illinois

Judge Rya W. Zobel Director Federal Judicial Center Washington, D.C.

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NOTICE

NIC is fully committed to equal employment opportunity and to ensuring full representation of minorities, women, and disabled persons in the workforce. NIC recognizes the responsibility of every employer to have a workforce that is representative of this nation's diverse population. To this end, NIC urges agencies to provide the maximum feasible opportunity to employees to enhance their skills through on-the-job training, work-study programs, and other training measures so they may perform at their highest potential and advance in accordance with their abilities. NIC will look favorably upon applications for programs where project staff and nominees for training include fair representation of women, minorities, and persons with disabilities.

FOREWORD

This document presents the National Institute of Corrections' service plan for fiscal year 1999, which begins October 1, 1998. It describes program opportunities available to state and local corrections agencies, technical assistance and training activities, and information sharing and networking events. A new section briefly describes cooperative agreements that NIC anticipates funding. The plan reflects continued growth in NIC's services and activities.

During the coming year, we will more actively disseminate information through the NIC Information Center Internet website—www.nicic.org. Many of NIC's publications and announcements, including this document, are accessible from the website, and a new fax-back capability allows sending materials directly to your fax machine.

We encourage practitioners to take advantage of the services available. As always, we welcome your comments on NIC activities. We are committed to providing practical assistance to the corrections field in a timely, responsive manner and look forward to working with you in the coming year.

Morris L. Thigpen, Director National Institute of Corrections July 1998

SECTION 1. INTRODUCTION

The National Institute of Corrections (NIC) was created in 1974 to be a center for correctional knowledge and provide leadership and assistance to the field of corrections. Its enabling legislation, Public Law 93-415, established a 16-member advisory board to provide policy direction and help set program priorities. NIC is unique as a federal agency because it provides direct service, rather than financial assistance, as the primary means of carrying out its mission. Its program responds directly to the needs identified by practitioners working in state and local corrections.

ORGANIZATIONAL STRUCTURE

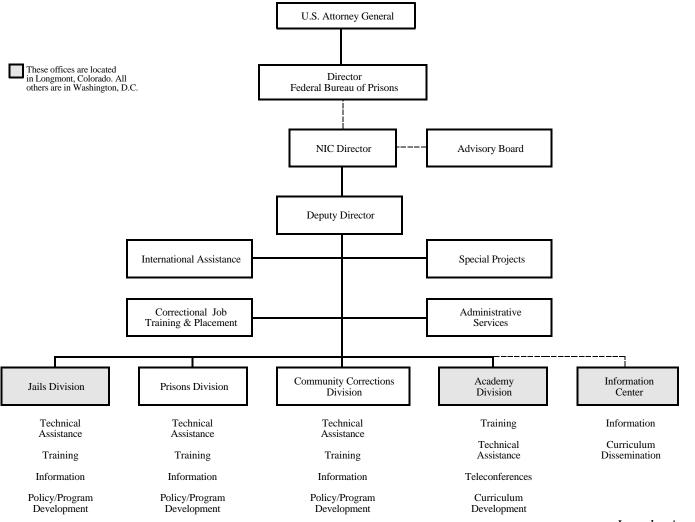
NIC's organizational structure is one where the primary constituent groups in adult corrections—jails, prisons, and community corrections—are each represented and served by an NIC division. All adult corrections agencies are also served by the Academy Division, the NIC Information Cen

Placement (OCJTP).

The Special Projects Office coordinates NIC's interagency

and interdivisional programs and special projects. The O f f i c e

NATIONAL INSTITUTE OF CORRECTIONS ORGANIZATION AND SERVICES



of International Assistance coordinates services to practitioners from other countries.

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

NIC'S SERVICE DELIVERY STRATEGIES

Two strategies are used to support NIC's vision and mission and carry out its programs and services:

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

Programs and services are delivered through the following mechanisms.

- *Direct technical assistance* provides expertise to the requesting agency. There is no award of funds to the agency, and the technical assistance is usually accomplished through onsite assistance. Technical assistance is generally provided for a period of 3 to 5 days for a maximum cost of \$10,000. Individuals retained by NIC or NIC staff provide the assistance.
- Special emphasis programs are available in specific areas in which NIC has completed developmental work and has established a coordinated, multifaceted approach to assisting agencies in successful program implementa-tion. Activities can include technical assistance, training, peer consultation, and information dissemination. NIC staff facilitate or participate in these activities.
- Training services are provided through seminars conducted at the NIC Academy, at state and local sites, and regionally; videoconferences; and workshops provided as technical assistance and at conferences. These services are supported by ongoing curriculum development and refinement, a network of regional trainers, and a clearinghouse for correctional staff

- training materials. Technical assistance providers and NIC staff provide training services.
- Information services are closely related to the technical assistance and training services, but also support all other NIC programs. Corrections-related materials and NIC publications are disseminated to corrections practitioners by the NIC Information Center, which is operated by a private contractor. Information is also disseminated through the NIC divisions.
- *Networking activities* are sponsored by each of the NIC divisions to provide the opportunity for corrections

executives and administrators to interact with their peers from other jurisdictions. These activities provide a forum for the exchange of information and experiences on current issues. NIC staff facilitate these meetings.

INTERNATIONAL ASSISTANCE

NIC is authorized to provide assistance to corrections agencies outside of the United States. NIC works with them to identify specific programs and practices in U.S. jails, prisons, and community corrections agencies that could be adapted to their needs. Assistance frequently entails coordinating visits to federal, state, and local corrections programs and facilities.

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

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

HOW THIS DOCUMENT IS ORGANIZED

This document combines two separate publications issued in past years: the *NIC Annual Program Plan* and the *NIC Schedule of Training Services*. The remainder of the document consists of the following sections.

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

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

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

Section 5. Training Activities—This section describes the various training programs to be conducted in Longmont, Colorado, at other locations, and in partnership with state and local agencies; videoconferences; workshops; and other training activities. Eligibility and application requirements, dates, and locations of training are given. Application forms for training are included at the end of the document.

Section 6. Cooperative Agreements—This section briefly describes new projects and ongoing programs that NIC anticipates funding through cooperative agreements during fiscal year 1999. Complete requests for applications for the new cooperative agreements will be published in the *Federal Register*.

SECTION 2. TECHNICAL ASSISTANCE AVAILABLE TO STATE AND LOCAL AGENCIES

NIC's Vision, Mission, and Strategic Outcomes			
Vision	Mission	Strategic Outcomes	
As a dynamic organization, NIC will promote justice and community involvement with the criminal justice system to foster a safe environment for all.	We are a center of correctional learning and experience. We advance and	The outcomes of NIC's activities contribute significantly to the achievement of state, local, and federal correctional goals and priorities:	
We value the human perspective and concerns of correctional practitioners, victims, and offenders.	shape effective correctional practice and public policy that respond to	Effectively managed prisons, jails, and community corrections programs and facilities. We will provide services in effective planning, management, and operations strategies that provide constitutional, ethical, humane, safe, and cost-effective prisons, jails, and community corrections programs and facilities.	
NIC will enhance the credibility, knowledge, and competence of its customers by:	the needs of corrections through collab- oration and	Enhanced organizational and professional performance in corrections.	
• Promoting ethical and humane correctional practices in a rapidly changing technological, social, and political environment.	leadership and by providing assistance, infor- mation, education,	We will provide education and training opportunities in management, leadership, and specialized areas based on value-centered principles and best practices that will continually enhance organizational and professional performance.	
• Practicing and promoting value- centered leadership.	and training.	• Community, staff, and offender safety.	
• Recruiting and developing a highly skilled and knowledgeable staff who continue learning in the workplace.		We will promote correctional practices and procedures that maximize the safety of the community, staff, and offenders; hold offenders accountable; and improve the likelihood of offenders choosing responsible, law-abiding behavior.	
• Identifying, synthesizing, and communicating relevant information using appropriate technologies.		Improved correctional practices through the exploration of trends and public policy issues.	
 Operating in a solutions-driven mode that promotes practical applications of current research and best 		We will promote the exploration of critical issues and shaping public policies that improve the effectiveness, efficiency, and humane quality of practices that impact corrections.	
practices.		• Enhanced NIC services through improved organizational and staff effectiveness.	
• Responding with prompt, high-quality, non-bureaucratic assistance.		We will provide opportunities for organizational and professional growth that enhance the services provided by NIC. We will implement a strategic management process that leads to improved organizational structure, management practices, and program planning that support the mission and vision, consister with available resources.	

A large part of NIC's 1999 program consists of providing technical assistance to state and local corrections agencies. The technical assistance program is administered by each of the NIC program divisions—Jails, Prisons, Community Corrections, and the Academy. NIC offers technical assistance to all adult corrections agencies in the United States and its commonwealths and territories. In some cases, it is also available to professional associations and oversight or advisory groups that are working to improve corrections.

Direct technical assistance will be available to respond to critical needs, problems, and individual requirements of state and local corrections agencies. It responds to the specific needs identified by the requesting agency and is usually provided through onsite assistance. This involves NIC sending an experienced individual(s) to serve in an advisory capacity and/or work with staff of the state or local agency in assessing programs and operations; implementing advanced practices; and improving overall agency management, operations, and programming.

NIC recommends at least three experienced technical assistance providers who are qualified to render the type of assistance needed. Agencies may select one of these persons or may request that assistance be provided by another person who is deemed qualified by NIC to provide the assistance. Occasionally, NIC sponsors visits by an individual or team from a corrections agency to another jurisdiction to observe advanced practices.

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

Procedures for requesting technical assistance are given on page 6.

TECHNICAL ASSISTANCE FOR JAILS

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

Technical assistance available from the Jails Division includes, but is not limited to:

- Policy and procedure development,
- Jail security,
- Legal issues,
- Facility review,
- · Standards and accreditation.
- Suicide prevention,
- Medical services,
- Objective jail classification,
- Data management,
- Jail industries,

• Inmate job training and placement.

TECHNICAL ASSISTANCE FOR PRISONS

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

Prison Management and Operations

- Classification,
- Supermaximum security facilities,
- Emergency preparedness,
- Privatization,
- Death row management,
- Prison security,
- Health care,
- Prison system master planning,
- Americans with Disabilities Act,
- Women offenders.

- Program and operations audit/evaluation,
- Management information systems,
- · Security audits,
- Staffing analysis,
- Victims' services.

Human Resources

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

Prison Programs

- Substance abuse;
- Parenting;
- Long-term inmates;
- Violent offenders;
- Prison industries;
- Education, literacy, and vocational training;
- Job skills training;
- Sex offenders;
- · Mental health;
- Geriatric offenders:
- Pre-release/life skills.

TECHNICAL ASSISTANCE FOR COMMUNITY CORRECTIONS

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

Private agencies providing community corrections services (e.g., facility operations, pre-sentence report writing) under contract to government agencies are eligible for assistance from NIC. However, their requests must be endorsed by the administrator of the public corrections agency to which they provide those services (e.g., the chief probation officer, chair-person of the parole board, executive director of the agency, or director of the department of corrections) **or** the elected official accountable for that public agency (e.g., administra-tive judge or chairperson of the county board).

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

Service Delivery Activities

- Supervision strategies;
- Intermediate sanctions;
- Victims' services and programs;

- Caseload management systems;
- Pre-sentence investigations;
- Post-conviction community-based programming;
- Probation and parole decisionmaking;
- Community-based residential programming;
- Supervision and services for women offenders;
- Services for specific offender groups (e.g., sex offenders, substance abusers, high-risk violent offenders);
- Violation and revocation processes and programs;
- Job readiness training, job placement, and job retention services for offenders;
- Community and restorative justice programs;
- Community corrections/community policing partnerships.

Organizational/Environmental Issues

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

TECHNICAL ASSISTANCE RELATED TO TRAINING

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

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

Identification of Training Needs

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

Strategies for Training Development and Delivery

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

Evaluation of Training Programs

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

Management of Training Systems

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

Training for Trainers: Capacity Building

- Building system capacity through training for trainers,
- Delivering Academy programs through NIC trainers collaborating with agency trainers. Among the programs available is a 36-hour *Training for Trainers: Foundation Skills* seminar, which develops basic training skills of new trainers.

PROCEDURES FOR REQUESTING TECHNICAL ASSISTANCE

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

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

National Institute of Corrections 320 First Street, N.W. Washington, D.C. 20534 For technical assistance related to **jails** or **training activities**, send the written request to the Technical Assistance Manager of the Jails Division or the Academy Division at:

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

Review of Technical Assistance Requests

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

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

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

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

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

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

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

WHAT WORKS AND WHAT DOESN'T IN CORRECTIONAL PRACTICE

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

This program consists of four parts in which state and local agencies can participate: 1) training, 2) program assessments and technical assistance, 3) workshops at professional conferences and meetings, and 4) intensive technical assistance to two corrections agencies to implement a comprehensive approach that incorporates the principles and strategies of effective human service interventions to reduce recidivism and promote public safety.

Training. The following three training activities will be conducted as part of this program.

- Changing Offender Behavior: Principles and Strategies for Case Planning and Supervision. A 36-hour seminar will be provided onsite at three agencies wishing to host the program. Based on current knowledge about what works in changing criminal behavior, the training will focus on developing specific skills and strategies for effectively working with offenders in a treatment environment. NIC will provide trainers and training materials, but will not pay the expenses of participants.
- Effective Interventions with Offenders: What Works and Why. A 36-hour seminar to be offered twice in

Longmont, Colorado, will examine intervention strategies that focus on long-term behavioral change. The training is designed for teams from jails, prisons, or community corrections agencies. NIC will pay the travel and per diem expenses of participants. See page 40.

• Cognitive Approaches to Changing Offender Behavior. In September 1997, NIC presented a national videoconference training program on the fundamentals of cognitive intervention strategies for offenders. The 16-hour satellite broadcast training was combined with 16 additional hours of local, skills-building activities conducted by agency trainers who were previously trained to facilitate the agency-based part of the program.

In response to the field's positive evaluations of this distance-learning program and demand for additional offer-ings, NIC is developing two training packages for use by state and local agency trainers. One package will familiarize them with the *Cognitive Approaches to Changing Offender Behavior* program and include a videotape of the original 16-hour broadcast and guidance for conducting the pro-gram. The second will be for the actual training of agency staff on cognitive approaches based on the broadcast. These packages will be provided to interested agencies through the NIC Information Center.

Program Assessments and Technical Assistance. Specialized assistance will be provided to a limited number of agencies that participate in activities associated with this initiative to help them plan for new or revised programs for offenders. NIC will assist these agencies in assessing their existing programs or in developing appropriate goals, objectives, policies, and procedures for new programs that reflect the key principles of effective interventions with offenders. Program performance measures, monitoring procedures, and evaluation techniques will be given special attention. For agencies that are not involved in other activities of the "what works" initiative, technical assistance will be available as a separate, independent service to help them with design, implementation, staff training, and related issues for developing new and revised programs for offenders.

Workshops at Professional Conferences and Meetings.

Intensive training workshops on effective correctional prac-

tices will be conducted in cooperation with corrections agencies, organizations, and associations. Typically, the workshops will be held in conjunction with national, regional, or local conferences or meetings sponsored by professional groups. Additionally, up to six 3-day seminars will be co-sponsored with agencies and organizations as independent activities to: 1) promote an understanding of the goals of corrections as part of the criminal justice system, 2) explore the empirical basis for correctional interventions in managing risk and promoting public safety, and 3) examine the impli-cations of various interventions for correctional management and programming.

The host organizations will be responsible for providing meeting space, logistics support, publicity, etc. NIC will provide the curriculum, trainers, and all materials for these programs, but will not pay the expenses of participants.

Intensive Technical Assistance Sites for What Works with Offenders. NIC will select and work closely with two jurisdictions over an 18-month period to assist them in developing and implementing broad-based strategies that apply the principles of effective human service interventions with offenders. These include classifying offenders by their relative risk for new criminal behavior, using interventions appropriate to their risk levels, identifying factors that contribute to criminal behavior, developing interventions that target these criminogenic factors to change criminal behavior patterns, and matching interventions with offenders' unique needs and learning styles. The two agencies selected will each receive a \$35,000 cooperative agreement to obtain intensive technical assistance, training, and consultation.

State and local prisons, jails, and community corrections agencies are eligible to apply for participation as an intensive technical assistance site. Preference will be given to agencies familiar with the principles underlying the NIC "what works" initiative and that are committed to a broadbased effort to implement these principles throughout their organization. Applicants should also be able to demonstrate strong and committed leadership as well as support from other essential components of the criminal justice system. The successful applicants will be expected to host visits from staff of other agencies for the purpose of sharing their experience in implementing the "what works" principles.

APPLICATION PROCEDURES

To apply for participation in the Effective Interventions with Offenders: What Works and Why seminar, follow the instructions given on page 40. To obtain the two Cognitive Approaches to Changing Offender Behavior training packages, contact the NIC Information Center after January 1, 1999. To apply for participation in other components of this

initiative or for consideration as an intensive technical

assistance site, agencies must submit a letter on official stationery prepared in accordance with the procedures given on page 6 and signed by the agency's chief executive officer to David Dillingham, NIC Community Corrections Division, at the Washington, D.C., address.

Letters from agencies interested in participating as an intensive technical assistance site must be received no later than 4 p.m. Eastern time, November 2, 1998. They should identify an agency contact person and briefly describe the agency; its qualifications for participation; and its goals for involvement in this project, including strategies for evaluating outcomes and impact. For more information about this program, contact Mr. Dillingham, 800-995-6423 x132.

MANAGING YOUTHFUL OFFENDERS IN ADULT INSTITUTIONS

Increasing numbers of juveniles convicted of serious crimes are being sentenced as adults and committed to adult correctional institutions. For some jurisdictions, the debate as to whether to transfer serious juvenile offenders to their adult correctional system is over. These jurisdictions now face the strategic and tactical challenges to manage these youthful offenders in their prisons or jails.

Because many adult facilities are not equipped to address the needs of juveniles, NIC developed a 90-hour training curriculum to assist jail and prison staff in designing and developing effective programs and services to manage these offenders in a constitutionally defensible and humane manner. Over the past 2 years, NIC has trained 500 corrections professionals from 20 jurisdictions using the *Managing Youthful Offenders in Adult Institutions* curriculum. This effort is now being expanded to also include a training-for-trainers program and technical assistance to agencies whose staff completed the training. The program consists of three parts, each of which is independently available for delivery at the agency location.

Part 1. Managing Youthful Offenders in Adult Institutions Training. Administrators of jails and prisons that have a youthful offender program in place or are designing one may choose up to 36 hours of training from the 90-hour curri-culum. The curriculum covers five areas:

- Program design, development, and implementation;
- Development of adolescents;
- Organizational administration and management;
- Special needs populations;
- Health issues.

Agencies choose from a "menu" of 27 modules that focus on individual topics, such as housing and physical plant; gang involvement; sex offenders; staff selection, training, and supervision; recreation; and nutrition. Because the curriculum is flexible, NIC will work with agency staff to tailor the training to their specific needs. The training is designed for security and program staff at all levels, teachers, social workers, wardens, and trainers.

Part 2. Training for Trainers. Agencies that participated in the *Managing Youthful Offenders in Adult Institutions* training and wish to enhance their system's capacity to train new staff on the subject may request a training-for-trainers program. This program will train a cadre of trainers to deliver the *Managing Youthful Offenders in Adult Institutions* curriculum and provide them with reference and resource materials for additional instruction.

Part 3. Technical Assistance. Agencies that received training in one or both of the above curriculums may request technical assistance to assist their work in one or more critical areas covered in the training or to successfully assess, implement, or evaluate the training.

APPLICATION PROCEDURES

Agencies interested in applying for any of the three parts must submit a letter on official stationery, prepared in accordance with the procedures given on page 6 for technical assistance and signed by the agency's chief executive officer, to the NIC Academy. The letter must specify the title of the part desired and must include the name and telephone number of an agency contact person. There is no deadline for application letters, but they will be considered on a first-come basis. For more information, contact Nancy Shomaker, NIC Academy, 800-995-6429 x120.

COMMUNITY JUSTICE PROJECT

NIC's Community Justice Project responds to citizens' and victims' sense of frustration with the justice system and their perceived lack of a legitimate voice and role in the justice process. They often believe the justice system does not repre-sent their interests or provide any value in terms of enhanced public safety and quality of life in communities. Community justice refocuses work away from only the offender and primarily toward the interests of communities and victims.

During the past year, NIC and a contractor have worked with Deschutes County, Oregon, in transforming its justice policies and practices from traditional criminal justice to community justice. The effort has focused on assisting the county in adopting the principles and values articulated in NIC's publication, *Community Justice: Striving for Safe, Secure, and Just Communities*. The county's goal is to establish a community-oriented justice system that emphasizes crime prevention and collaborative problem solving.

NIC will continue to work with Deschutes County to help officials implement, assess, and evaluate the community justice transformation process and establish the county as a resource center for community justice. NIC will also involve other jurisdictions in the community justice project by:

- Conducting intensive workshops at conferences of national, regional, and state professional associations.
- Providing limited technical assistance to jurisdictions demonstrating an understanding of the community justice concept and a commitment to its implementation.

Organizations wishing to host a community justice workshop will be responsible for providing meeting space, logistics support, publicity, etc. NIC will provide trainers and training materials, but will not pay the expenses of those attending. Workshops may also be held at planning or information-sharing meetings that involve multiple jurisdictions.

Technical assistance will be provided onsite to aid in the transformation of traditional criminal justice policies and practices to community justice. Efforts will assist agencies and jurisdictions in achieving specific goals as outlined in their request and as determined during initial consultation. Assistance may also consist of site visits to jurisdictions that have established community justice practices.

APPLICATION PROCEDURES

To request presentation of a community justice workshop at a conference or meeting, a letter prepared on official stationery and signed by the chief executive officer of the agency or president of the professional association must be submitted to Eduardo Barajas, Community Corrections Division, at the NIC Washington, D.C., address at least 2 months before the desired workshop date. The letter must indicate the preferred date for the workshop, the target audience, the desired outcomes, and the level of understanding and exper-ience the agency or association has with the community jus-tice transformation process. To request technical assistance, send a letter prepared in accordance with the procedures given on page 6 to the NIC Community Corrections Division. For more information regarding the Community Justice Project, contact Mr. Barajas at 800-995-6423 x127.

RESPONDING TO PROBATION

AND PAROLE VIOLATIONS AT THE LOCAL LEVEL

Local jurisdictions will be provided intensive training and technical assistance to improve their responses to offenders who violate conditions of probation and parole. Several localities will be selected from each of two states.

The program will assist local policymakers and corrections administrators in appropriately responding to probation and parole violations without jailing as the automatic first response. It will help the jurisdictions explore the judicious use of a variety of swift and appropriate responses for certain types of violation behavior—both when processing the violation and at disposition. The responses devised will be specific to each jurisdiction's unique needs and will responsibly consider public safety, offender needs, jail and prison crowding, and resource allocation.

Each participating jurisdiction will be required to develop a team of key criminal justice decisionmakers and administrators. The teams might include judges, county commissioners, sheriffs, and probation/parole executives. They will receive training and technical assistance to undertake interrelated tasks to improve the jurisdiction's responses to probation and parole violations.

Areas of emphasis might include:

- Identifying the financial and policy implications of the jurisdiction's current practices in responding to violations of probation and parole conditions;
- Developing a database to identify the results of the jurisdiction's current violation policy in terms of offender characteristics, conditions violated, and case disposition;
- Managing the demand for and use of jail space;
- Clarifying the purposes of community-based supervision;
- Effectively allocating resources for managing offenders in custody and in the community;
- Planning, designing, and implementing meaningful and appropriate community-based responses that reflect systemwide concerns.

APPLICATION PROCEDURES

Those interested in receiving notification when jurisdictions are being sought for participation should mail or fax a letter of interest to Kermit Humphries, NIC Community Corrections Division, by October 15, 1998. The letter should reference the program title and provide the name, address,

and telephone number of an agency contact person.

FACILITY DEVELOPMENT PROGRAM

This program will assist up to 65 local jurisdictions by providing four separate activities, each designed for a particular segment of the jail planning, design, construction, and transition continuum. Local jurisdictions may participate in any of the activities for which they are eligible, but ideally they will enter the program at the first step.

Community Meetings. Up to 20 jurisdictions that are considering renovation of an existing jail or construction of a new one will be provided assistance in assessing their local criminal justice needs. In each jurisdiction, a community meeting of key criminal justice decisionmakers will be held to discuss the role incarceration plays in the local criminal justice system, to begin to develop consensus on local criminal justice goals, and to provide training on selected topics.

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

Planning of New Institutions Workshop. Officials from up to 18 jurisdictions that have made a firm decision to construct a new jail and can demonstrate a willingness to undertake a major planning effort will be provided intensive training to help them understand the facility development process.

For a jurisdiction to be eligible to participate, those persons who have a key policy- and decisionmaking role in the planning and construction project must make a firm commitment to attend the entire 32-hour training session in Longmont, Colorado. These individuals include the sheriff or dir

commissioner, and another person involved in facility planning.

NIC will pay the travel and per diem expenses for four persons from a jurisdiction to attend the training. One or two other individuals from the jurisdiction may attend at their own expense. Depending on the size of the teams, up to six juris-dictions will be selected to attend each of the three workshops. See page 31.

Jail Design Review Workshop. Two-person teams from up to 12 jurisdictions that are in the process of planning or

designing a new jail will be provided training to help them understand the technicalities of jail design. The training will enable them to ensure that schematic design drawings accurately reflect their agency's mission and functional program. The 36-hour workshop will be conducted in Longmont, Colorado, and NIC will pay the travel and per diem expenses of participants. See page 31.

Transition Planning Assistance and How to Open a New Institution Workshop. NIC technical assistance providers will work onsite in up to 15 jurisdictions to help officials understand the process and requirements for making the transition to a new jail. The jurisdictions will be assisted in developing a mission statement, policy and procedures, and post orders that support efficient and effective facility operations. The program also develops supervisors' and staff's knowledge about the new facility's design and develops their skills for operating the new jail. The program is available to jurisdictions at three different points in time before the new jail opens.

- Pre-transition assistance is designed to help jurisdictions when they break ground for their new jail. It helps local officials identify the major components of transition, including tasks, timelines, and resources; select a transition team; and make informed decisions about the transition. An action plan is developed to clarify responsibilities and specify timelines. The jurisdiction is also given documents and assistance to facilitate beginning the transition process.
- The *How to Open a New Institution* workshop portion of the program is for jurisdictions within 10 to 18 months of opening their new facility. It assists the local transition team in developing policy and procedures and in developing and implementing a comprehensive, cost-efficient transition action plan that includes staff training, move logistics, and resource needs and designates responsible persons and timelines.
- Transition assistance will be provided to a limited number of jurisdictions that are within 10 months of opening a new jail. This assistance is considered critical and is limited in scope because of the short amount of time before the scheduled facility opening. Within the time available, the jurisdictions will be assisted in identifying the critical tasks required to open the new facility and in developing an action plan to achieve those tasks.

APPLICATION PROCEDURES

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

JAIL MENTAL HEALTH SERVICES

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

Mental Health Services in Large Jails Workshop. A 28-hour training workshop will be conducted in Longmont, Colorado, to bring three-person teams of administrators of large jails (1,000+ inmates) and mental health staff together in a collaborative environment. The workshop will emphasize a systems approach to delivering jail mental health services and help participants develop detailed plans for their juris-dictions. NIC will pay the travel and per diem expenses of participants. See page 32.

Planning and Implementing Effective Mental Health Services Workshop. A 21-hour workshop will be provided on a regional basis upon request to help small and mediumsized jails enhance mental health services and service delivery for inmates. Several jurisdictions in a region can each send a three-person team consisting of the jail administrator, a representative of the jail's community mental health provider, and the person who coordinates mental health services for inmates. NIC will provide two trainers and training materials. The requesting agency or organization will be responsible for providing the training room, equipment, and incidentals. Participants will be responsible for their own expenses.

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

APPLICATION PROCEDURES

Those interested in attending the *Mental Health Services in Large Jails* workshop should mail or fax a letter of request, signed by the sheriff, director of corrections, or jail administrator, to the NIC Jails Division. They will be sent a special application form to complete. To request technical assistance or a regional mental health workshop for small and medium-sized jails, send a letter prepared in accordance with the procedures given on page 6 to the Jails Division.

OBJECTIVE JAIL CLASSIFICATION

This program will assist up to 48 local jurisdictions in developing an objective jail classification (OJC) system. An OJC system provides consistent and fair classification of inmates, helps reduce critical incidents in the jail, and pro-

vides the data necessary for effective management of jail space and staff resources. A combination of training and technical assistance will be provided to help jail officials develop and implement the system. NIC will pay the travel and per diem expenses for participants to attend the Longmont, Colorado, training workshops.

Orientation Workshops. Two 32-hour workshops will be held in Longmont to provide an orientation to objective jail classification for two-person teams from up to 24 local jurisdictions. See page 32.

Implementation Workshop. A 32-hour workshop will be held in Longmont for two-person teams from up to 12 jurisdictions, preferably the same team members who attended the orientation workshop. Prior to the workshop, the teams will have drafted a document for each component of the OJC system, which includes a mission statement, goals and objectives, policies and procedures, and other information. Each jurisdiction's draft documents will receive a combina-tion of peer and technical review and critique during the workshop. Training will be provided on the action steps required to finalize and implement a valid objective jail classi-fication system.

State-Based Assistance. Orientation and skills-development assistance is available to eight states that are developing objective jail classification initiatives. States that have established a partnership with their state jail inspection agency, state sheriffs' association, jail administrators' association, and/or other jail-related organization to adopt objective jail classification as a management tool for local detention may receive this capacity-building assistance. It will be provided within the state and may take the form of technical assistance, training, or information services.

Technical Assistance. Onsite technical assistance will be provided to up to 15 jurisdictions involved in developing or implementing an objective jail classification system to help them assess progress and troubleshoot difficulties. Assistance will also be available to jurisdictions approximately 1 year after implementation of the system to verify the projected outcomes derived from the system as a jail management tool.

APPLICATION PROCEDURES

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

PODULAR/DIRECT-SUPERVISION JAILS

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

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

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

Site Visits to Direct-Supervision Jails. Representatives of up to 10 jurisdictions that are planning new jails will be sponsored on visits to another jurisdiction to review the design and operation of a direct-supervision jail. The 1- to 2-day visits will allow up to two officials from a jurisdiction to observe operations, review policies, and interview staff. Within 2 weeks after the site visit, the participants are required to submit a report to the Jails Division that gives an overview of their activities and describes how the visit will contribute to their new jail project.

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

- Interpersonal Communications Skills: Training for Trainers—This 40-hour workshop, conducted at requesting localities, will prepare staff trainers to teach jail personnel the basic skills for successfully communicating with inmates.
- How to Run a Direct-Supervision Housing Unit—This 32-hour workshop, conducted at requesting localities, will cover such topics as the officer's role in the unit and

management style, planning and organizing unit activities, and managing inmate behavior. To be eligible for this workshop, the requesting agency must have trained its housing officers in interpersonal communications skills.

• How to Run a Direct-Supervision Housing Unit: Training for Trainers. This 80-hour workshop, conducted in Longmont, Colorado, will provide participants the knowledge, skills, and materials to deliver the *How to Run a Direct-Supervision Housing Unit* curriculum. Jurisdic-tions may nominate up to two candidates for this workshop. NIC will pay the participants' travel and per diem expenses. See page 33 for more information. This workshop may also be available as a 36-hour training program conducted onsite in local jurisdictions.

APPLICATION PROCEDURES

To obtain information about direct-supervision jails or a copy of the *Direct-Supervision Jails Directory*, contact the NIC Information Center at 800-877-1461. To request sponsorship on a site visit or participation in one of the training programs, send a letter on official stationery to the NIC Jails Division. The letter must include the name and telephone number of an agency contact person and be signed by the sheriff or other official responsible for jail administration. For the training programs, the letter must also verify that the jurisdiction is building a podular/direct-supervision jail and provide the date the new jail will open. For participation in *How to Run a Direct-Supervision Housing Unit: Training for Trainers*, the letter must also state that the agency agrees to deliver the 32-hour housing unit curriculum in-house at least once in the coming year.

JAIL ACCREDITATION ASSISTANCE PROGRAM

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

Initial Accreditation Assessment. This assistance will provide an initial assessment of the jail's readiness for an accreditation audit. During 2 or 3 days onsite in the locality, a technical assistance provider will tour the jail; provide an orientation to the accreditation process and audit procedures; and review policy and procedure format and content, compliance issues, mandatory standards, and documentation

file development. An exit briefing will be conducted, and the jail will receive a written report.

Pre-Accreditation Audit. A pre-accreditation audit will be provided when the jail's documentation files are complete. Two technical assistance providers will spend up to 4 days in the jurisdiction reviewing the documentation files standard by standard, assessing all primary and secondary documentation, reviewing file organization, touring the facility, and assessing audit readiness. A comprehensive exit presentation, including a summary of standards compliance and audit issues, will be followed by a written report. The pre-accreditation audit is most effective when the jail has prepared to the level of the actual audit. It is recommended that jurisdictions plan at least an 8-week interval between an NIC pre-accreditation audit and the formal audit by the accrediting organization.

APPLICATION PROCEDURES

Local jurisdictions interested in participating in this program should send a letter, prepared in accordance with the procedures for requesting technical assistance given on page 6, to the NIC Jails Division.

SMALL JAILS ASSISTANCE PROGRAM

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

The program will consist of an initial workshop for county commissioners, sheriffs, and jail administrators in each of the two states or regions and subsequent workshops and technical assistance over a 2-year period. A single point of contact in each of the states or regions will be selected to provide local logistical support for activities, including identifying work-shop sites and disseminating information.

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

The Jail as a Part of County Government Workshop. This 24-hour workshop for a team from each jurisdiction, consisting of the sheriff, jail administrator, and a county commissioner, is designed to build a collaborative approach

to addressing jail issues. It will be the initial activity in each of the two selected states or regions.

Administering the Small Jail Workshop. This 28-hour workshop for jail administrators will cover a variety of topics that form the basis for professional jail administration. This will be the second activity in the selected states or regions.

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

Technical Assistance. Technical assistance will be available to small jails throughout the country, regardless of whether they are in the two selected states or regions.

APPLICATION PROCEDURES

State sheriffs' or jail associations or state agencies interested in serving as the coordinator for their state should send a letter of interest to the NIC Jails Division indicating that they have the capability to provide the necessary logistical support. To request technical assistance, follow the procedures given on page 6.

SECTION 4. INFORMATION SHARING AND NETWORKING

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

NIC INFORMATION CENTER SERVICES

Practitioners, policymakers, and others with questions about corrections programs, services, or operations anywhere in the country may request information or materials from the NIC Information Center. The Information Center maintains a col-lection of the most current materials available in corrections and related fields, including unpublished materials developed by state and local agencies. In addition to draw-ing from this broad collection, the staff interacts daily with practitioners to monitor the latest issues in corrections.

The Information Center also maintains special collections:

- Correctional Staff Training—For correctional training staff, the Information Center has a variety of staff training materials developed by the NIC Academy and by state and local agencies. (See the Correctional Training Network discussion on page 45.)
- Adult Correctional Education—For those with an interest in education, the Information Center offers a variety of agency-developed curriculum materials, program descriptions, and evaluations in all areas of adult correctional education.
- Offender Job Training and Placement—For those engaged in efforts to advance the employability and employment of offenders, the Information Center maintains materials on job training, assessment/counseling, development, placement, and retention.

The new NIC Information Center website—www.nicic.org—describes the Information Center services, lists downloadable publications, and features a searchable database of more than 1,500 NIC publications.

INFORMATION REQUEST PROCEDURES AND FEES

To request information, contact the NIC Information Center, 1860 Industrial Circle, Suite A, Longmont, Colorado 80501;

telephone 800-877-1461; fax 303-682-0558; e-mail asknicic @nicic.org.

Beginning this year, nominal fees will be charged to cover the cost of materials duplication, shipping, and handling. A new fax-back service allows various publications to be sent to the requester's fax number free of charge. Call 303-678-9049 to use this service.

NATIONAL FORUM ON OFFENDER JOB TRAINING AND PLACEMENT

The Office of Correctional Job Training and Placement (OCJTP) will sponsor a 28-hour forum in Longmont, Colorado, for administrators of offender job training and placement programs. It will facilitate the development of a national network of administrators to advance the use of best practices in the management and operation of these programs.

Representatives of national organizations and successful programs will discuss their efforts to assist offenders in preparing for, obtaining, and maintaining gainful employment while incarcerated or under community supervision and after release. Participants will explore critical issues that affect current and potential services, share successful strategies, and problem-solve with peers facing similar challenges. NIC will pay participants' travel and per diem expenses. For more in-formation, contact John Moore, OCJTP, 800-995-6423 x147.

RESEARCH AND PRACTICE UPDATE MEETINGS

The Community Corrections Division frequently hosts meetings to bring together small groups of individuals to examine key topics in light of current experiences and emerging knowledge. During fiscal year 1999, a series of meetings will explore the use of offender classification in community corrections. Separate meetings will be conducted to examine the current research findings and implications of practices in the following areas.

- Promising developments in risk classification to guide
- and link supervision and intervention decisions.
- Responsivity—assessing offenders' unique needs, readiness for change, and learning styles so that interventions achieve maximum benefit.
- Gender issues in classification.
- The use of classification in areas of special concern, such as violence, and with specific offender groups including sex offenders and substance abusers.

Practitioners, academicians, and researchers will be invited to participate in these meetings, and NIC will pay their travel and per diem expenses. The information gained from the meetings will guide future NIC work with the field. For more information about this project, contact David Dillingham, 800-995-6423 x132.

INTERSTATE COMPACT SUPPORT AND ASSISTANCE

The Interstate Compact for Parole and Probation is an agreement among the 50 states, the District of Columbia, Puerto Rico, and the Virgin Islands that establishes the rules and protocols for jurisdictions to transfer supervision, or allow temporary travel, for offenders on probation and parole. Begun in 1937, it is the earliest "compact" established among the states. Today, 3% of all adult probationers and parolees (approximately 115,000 offenders) are supervised through Compact transfers. Temporary travel permits issued to offenders and assistance with pre-sentence or other investi-gations initiated under Compact provisions bring the total number of offenders affected to even more significant levels.

Over the years, as correctional populations have soared, concern has been raised about public safety and corrections systems' accountability in the administration of Compact responsibilities. A committee established by the NIC Advisory Board recognized the importance of the Compact's functions, but identified a window of opportunity to address several long-standing issues regarding its governance. Noting that Compact responsibility belongs to signatory jurisdictions, the Advisory Board directed NIC to facilitate the assessment of issues and implementation of change to effect a strong, cen-tralized administration of the Compact.

During fiscal year 1999, NIC will address concerns regarding governance of the Interstate Compact through involvement with various organizations interested in its performance and potential. Activities will include:

 Communication with state and local policymakers and professional organizations to raise awareness of the importance of the Compact and the opportunities for improving its operation.

- Coordination with other federal agencies and private organizations that may provide resources or assistance to resolve Compact issues.
- Collaboration with corrections agencies, Compact officials, and professional associations to explore strategies to address operational and policy questions.

For more information concerning NIC activities related to the Interstate Compact, contact Kermit Humphries, NIC Com-munity Corrections Division, 800-995-6423 x136.

MEETINGS ON INITIAL DECISIONMAKING AFTER ARREST

NIC and the Bureau of Justice Assistance will co-sponsor a series of meetings to examine the issue of initial criminal justice decisionmaking following arrest. Initial decisionmaking impacts the whole criminal justice system but, in many instances, is seen as an independent activity. What happens at this juncture directly affects the defendant, the criminal justice components, and the community at large. It is a point where the rights of the defendant, the duties and responsibilities of the criminal justice system, and the issue of public safety all meet.

Participants invited to these meetings will include judges; prosecutors; public defenders; sheriffs; jail administrators; academicians; researchers; and representatives from

COMMUNITY CORRECTIONS NETWORKS

The Community Corrections Division sponsors and facilitates meetings of six ongoing practitioner groups, each with common interests and concerns. The six network groups include: 1) state administrators of oversight functions respon-sible for local community-based programming in 15 states, 2) chairpersons of parole boards in 57 jurisdictions, 3) chief probation officers of 13 major urban probation agencies, 4) administrators of statewide probation and parole agencies in 28 states, 5) administrators of statewide probation agencies in 9 states, and 6) elected presidents of 10 professional associ-ations for community corrections practitioners.

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

agencies that supervise defendants in pre-trial status, victims' advocate groups, and law enforcement. They will:

- Identify the impact of initial decisionmaking on criminal justice components and victims.
- Explore whether a process approach can reduce the complexity of the criminal justice system for the components, victims, and defendants while preserving the legal integrity required.
- Identify risk factors associated with holding or releasing a defendant before trial.
- Explore how public safety can be enhanced at this juncture in the criminal justice process.
- Identify promising practices that reduce the number of pre-trial appearances and save court time, prosecutors' and defense counsel's preparation time, and transportation to and from court.
- Identify challenges posed by specialty courts (e.g., domestic violence, community, and drug courts).

The information gained during these meetings will be used to guide future work on initial decisionmaking. For more information about this project, contact Al Hall, NIC Community Corrections Division, 800-995-6423 x162.

NATIONAL SHERIFFS' INSTITUTE

NIC will continue to support the National Sheriffs' Institute, which is a 2-week executive program designed to develop first-term sheriffs' skills for working with staff, citizens, and the external criminal justice environment. Conducted jointly with the National Sheriffs' Association (NSA), the program is offered three times each year, with up to 30 sheriffs partici-pating in each session. Participation is open to any sheriff who is serving his/her first term. Contact NSA (800-424-7827) for more information or to apply for participation.

LARGE JAIL NETWORK

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

STATE DIRECTORS OF CORRECTIONS NETWORK

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

GENERAL COUNSEL IN CORRECTIONS NETWORK

During fiscal year 1999, NIC will sponsor the second peer training program for general counsels from all state departments of corrections and the District of Columbia and U.S. commonwealth and territory prison systems. The program will focus on recent state and federal court actions and legal strategies that impact state corrections systems.

NIC PUBLICATIONS

Each year NIC sponsors the development of publications on topics of high interest to corrections practitioners. Copies of these documents and a listing of NIC publications are available from the NIC Information Center. Many can also be downloaded at www.nicic.org; others can be obtained via fax-back by calling 303-678-9049.

New titles published over the past few years, or soon to be published, include:

- Supermax Housing: A Survey of Current Practice, 1998 publication pending.
- Jail Design Guide (1998 revision), publication pending.
- Objective Jail Classification Systems: A Guide for Jail Administrators, 1998.
- Jail Design and Operation and the Constitution, 1998.
- Annotated Bibliography on Offender Job Training and Placement, 1997.
- Women in Jail: Classification Issues, 1997.
- Women in Jail: Facility Planning Issues, 1997.
- Women in Jail: Legal Issues, 1996.
- A National Symposium on Violent Offenders: Summary and Resources, 1996.
- Audits of Podular, Direct-Supervision Jails, 1996.
- Critical Analysis of Emergency Preparedness, Self-Audit Materials, 1996.
- Developing/Revising Detention Facility Policy and Procedures, 1996.
- Jail Site Evaluation and Selection, 1996.
- Managing Staff: Corrections' Most Valuable Resource, 1996.

- Prison Suicide: An Overview and Guide to Prevention, 1995
- Prison Security "Tips," 1995.

SECTION 5. TRAINING ACTIVITIES

Training for state and local practitioners working in adult corrections has always been a primary service of NIC. A variety of training activities is planned for fiscal year 1999, including seminars in Longmont, Colorado, and at other locations; videoconferences; conference workshops; and regional trainers' activities. Five new training programs will be introduced.

This section describes training available for federal, state, and local practitioners working in adult corrections during fiscal year 1999. NIC develops and delivers training for jail, prison, and community corrections practitioners, as well as for some elected officials involved with corrections. While most of the activities described in this section will be coordinated or conducted by the NIC Academy Division, the other NIC divisions also conduct or coordinate training.

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

GENERAL INFORMATION

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



To be presented in Longmont, Colorado.



To be presented at a central location.



To be presented as a partnership seminar.



To be presented in Longmont and as a partnership.

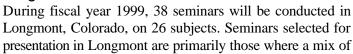


To be presented in Longmont and at a central location.

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

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

Longmont Seminars 🌲



participants from throughout the country is important to the goals of the program.

Centrally Located Seminars *

Fifteen seminars on 10 subjects will be presented at locations away from Longmont.

Partnership Seminars



Partnership seminars will be conducted on the 10 subjects listed below (followed by the page number of the seminar description in this document). Up to 30 participants can be accommodated in each.

- Management Development for the Future (pg 26).
- Strategies for Building Effective Work Teams (pg 28).
- Public and Media Relations (pg 28).
- Evaluation and Accountability Strategies for Correctional Programs (pg 29).
- Training for Offender Employment Specialists (pg 30).
- Managing Prison Security Systems (pg 35).
- Identifying and Managing Gangs (pg 38).
- *Group Facilitation Skills* (pg 40).
- Training Design and Development (pg 41).
- Agency FTO/OJT Program Development (pg 41).

Costs and Logistics

There are no registration, tuition, or materials fees associated with NIC training. NIC also pays travel and per diem expenses for participants in Longmont and centrally located seminars. Participants in partnership seminars or their agencies must pay the travel, lodging, and meals costs associated with attending the training. More information is given below for each type of seminar.

Longmont Seminars A



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

For courses offered in Longmont, NIC pays the costs of state and local participants' air travel, lodging, and meals. Those traveling by means other than air are reimbursed up to an amount that would have been incurred for airfare at govern-ment rates.

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

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

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

Centrally Located Seminars ★

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

Partnership Seminars

For partnership seminars, NIC provides the trainers, curriculum, visual aids, and training materials, and an NIC staff member coordinates the seminar onsite at the state or local location. Participants in the partnership seminars or their employing agencies are responsible for travel, lodging, and meals expenses associated with attending the training.

Eligibility and Application Procedures

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

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

Longmont Seminars A



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

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

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

If a seminar is designed for participation by more than one person from an agency or jurisdiction, each prospective team member must complete an application, but only one sup-plementary statement from the team is required.

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

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

Individuals employed by the **Federal Bureau of Prisons** or under contract to the Bureau must obtain the endorsement of their warden and send their applications by the due date to:

Assistant Director of Human Resource Management Federal Bureau of Prisons 320 First Street, N.W. Washington, D.C. 20534

Centrally Located Seminars *

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

Partnership Seminars

Seminars designated as partnerships are available for delivery at state and local agency locations. Depending on the program, participants may be from only the host agency or from the host agency **and** other corrections agencies in the geographical area. Host agencies are selected through a competitive process. At a minimum, applicant agencies must be able to:

- Designate a site coordinator, who will facilitate the seminar locally and be present throughout the seminar.
- Provide an appropriate training facility and training equipment. The training facility must have a large main training room (1,200 ft² minimum) and at least two adjacent or nearby breakout rooms (400 ft² minimum each).
- Invite and ensure participation of staff from other corrections agencies in their region, as appropriate, and ensure participation of the appropriate number of trainees. A minimum of 20 participants (maximum 30) must be assured.
- Facilitate participants' obtaining low-cost housing and meals.

Because NIC can respond in several ways to an agency's need for onsite training, agencies interested in hosting a partnership seminar should complete and submit the Statement of Interest in Partnership Seminar (Form B) to the NIC Academy by **December 1, 1998.** NIC staff will explore with the agency contact person the agency's needs, appropriateness of the seminar to meet those needs, and the agency's ability to provide the required logistical support for the seminar. -Decisions will be made by January 8, 1999.

When notified of acceptance as a host site, the site coordinator may be asked to:

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

Endorsement of Applications

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

- For **jail practitioners**—the head of the jail, such as the sheriff or director of the department of corrections, depending on the organizational structure of the agency.
- For **prison practitioners**—the director or commissioner of the state department of corrections.
- For **community corrections practitioners**—the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
- For Federal Bureau of Prisons staff—the warden and the Assistant Director of Human Resource Management at Central Office.

Individuals from **private organizations** who meet the eligibility requirements must submit with their applications an endorsement letter from the chief executive officer (as defined above) of the public agency to which the private organization provides service. The endorsement letter must verify that the private organization is contractually or statutorily required to deliver services, indicate the nature of the services provided to the corrections agency, and explain how participation in the desired seminar will assist the agency in meeting program-matic needs.

Selection of Applicants

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

Applicants are selected for seminars on the basis of: 1) their meeting the individual (or team) eligibility criteria, 2) their submitting ALL required supplemental materials, and 3) NIC's desire to maintain a broad cross-representation of men

and women, racial and ethnic minorities, and geographical locations. In addition, for applicable programs, NIC attempts to maintain a balance among participants from jails, prisons, and community corrections agencies.

Benefits of NIC Training

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

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

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

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

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

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

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

Cancellations

The National Institute of Corrections reserves the right to cancel training programs with reasonable notice to participants. If, after acceptance to a Longmont or centrally loc

notified as soon as possible. In the case of jail workshops, the Jails Division must be notified of cancellations. For all other seminars, the Academy must be notified. **No substitutions may be made by the state or local agency**, and all airline tickets must be returned.

LEADERSHIP SEMINARS

NIC EXECUTIVE EXCELLENCE PROGRAM

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

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

- 2 weeks of intensive assessment and training in Longmont, Colorado. Each participant develops a personal Executive Leadership Development Plan (ELDP).
- A field assignment based on the ELDP.
- A 2½-day leadership skills workshop at a central location.
- 3-day culmination training and graduation program in Longmont.
- Alumni activities, which include networking and/or serving as faculty or mentors for the program.

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

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

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

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

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

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

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

WHO SHOULD ATTEND J, P, C

Upper-level executives of public and private corrections agencies (e.g., deputies, assistant commissioners) on career ladders for CEO positions. Special consideration will be given to applicants who have completed NIC Leadership seminars and associated projects. Only one applicant from an agency will be selected.

APPLICATION REQUIREMENTS

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

PROGRAM	PROGRAM	APPLICATION
NUMBER	DATES	DUE DATE
99-E1001	May 9-21, 1999	Feb 9, 1999

CORRECTIONAL LEADERSHIP DEVELOPMENT

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

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

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

- The research-based Leadership Challenge Model, which focuses on five key leadership practices.
- Assessment of individual leadership practices and planning for personal skills development.
- Experiential activities designed to examine, develop, and apply individual leadership practices and teambuilding skills.
- Design of a leadership development action plan to guide participants' application of learning and personal development after the seminar.
- Instruments related to leadership practices, such as Myers Briggs Type Indicator and Leader Behavior Analysis.
- A "miniversity" in which participants select from a variety of modules based on leadership development needs.
- Exposure to and involvement in a training environment that models a learning organization.
- Personal wellness, self-assessment, and action planning.

Prior to attending the seminar, participants will:

- Complete a set of assessment instruments.
- Develop a presentation that takes a personal stand on an issue.
- Work with a supervisor to identify specific agency challenges from which a leadership development plan will be structured.
- Complete assigned readings.

WHO SHOULD ATTEND

J. P. C

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

APPLICATION REQUIREMENTS

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

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

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-M101	Jan 26-Feb 5, 1999	Oct 26, 1998
99-M102	Apr 20-30, 1999	Jan 20, 1999
99-M103	Jul 20-30, 1999	Apr 20, 1999

EXECUTIVE LEADERSHIP TRAINING FOR WOMEN

¥

The follow-up seminar for participants in the 1998 program will be held June 23-27, 1999.

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

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

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

Key topics include:

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

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

WHO SHOULD ATTEND

P, C, J

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

APPLICATION REQUIREMENTS

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-P3301	Jun 20-25, 1999	Feb 16, 1999

EXECUTIVE TRAINING FOR DEPUTY DIRECTORS

EXECUTIVE TRAINING FOR NEW WARDENS

À

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

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

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

Key topics may include:

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

WHO SHOULD ATTEND

Deputy directors of state departments of corrections who have management responsibility for the operation of the state's prison system. In those states that do not have a central office deputy director, a regional or assistant director with direct supervisory responsibility for prisons may apply. Only one applicant from a state will be selected.

APPLICATION REQUIREMENTS

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-P801	Oct 20-23, 1998	Jul 20, 1998

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

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

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

Key topics may include:

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

WHO SHOULD ATTEND

P

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

APPLICATION REQUIREMENTS

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-P2501	Aug 16-20, 1999	May 17, 1999

EXECUTIVE ORIENTATION FOR NEW PROBATION CEOS **

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

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

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

Key topics include:

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

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

 \boldsymbol{C}

WHO SHOULD ATTEND

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

APPLICATION REQUIREMENTS

Applicants must complete an Individual Application and send it by March 1, 1999, to Rick Faulkner, NIC Community Corrections Division, 320 First St., N.W., Washington, D.C. 20534. Applications should **not** be sent to the NIC Academy.

MANAGEMENT SEMINARS

MANAGEMENT DEVELOPMENT FOR THE FUTURE

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

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

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

This is the first of three seminars to be conducted over a 3year period for agencies selected for participation. Key topics include:

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

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

WHO SHOULD ATTEND J, P, C

Managers in the same jail, prison, or community corrections agency with at least 10 years of service remaining before they are eligible to retire and who have had some management training but need management skill-based training. Thirty participants from the **same agency** will attend each program.

APPLICATION REQUIREMENTS

This seminar is available only as a partnership seminar. Agencies interested in hosting the seminar must submit the Statement of Interest (Form B) to the NIC Academy by

December 1, 1998. An NIC staff member will contact the agency.

MANAGEMENT DEVELOPMENT FOR A DIVERSE WORKFORCE

(Formerly Management Development for Women and Minorities)

— a 36-hour seminar on management and career strategies

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

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

- Organizational dynamics as they relate to management advancement:
- Problem-solving and conflict-resolution strategies;
- Identification of individual roles, relationships, strengths, and differences;
- Identification of managerial and leadership styles, skills, and techniques.

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

WHO SHOULD ATTEND J, P, C

Female and minority candidates for management positions or current managers (e.g., unit managers, shift supervisors, team supervisors, residential managers) working in jails, prisons, and community corrections agencies. (Past participants in NIC Leadership seminars or *Management Development for Women and Minorities* are **not** eligible.)

APPLICATION REQUIREMENTS

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

SEMINAR SEMINAR APPLICATION NUMBER DATE DUE DATE

99-M1001 99-M1002 Mar 14-19, 1999

Dec 14, 1998

Jun 13-18, 1999

Mar 15, 1999

ADVANCED MANAGEMENT STRATEGIES FOR A DIVERSE WORKFORCE

— a 36-hour seminar to prepare women and minority managers for executive positions

The growing racial, ethnic, and cultural diversity of the workforce requires more diversity in the management ranks of corrections organizations. This seminar prepares women and minorities for the unique challenges and opportunities involved in assuming advanced leadership roles in the correctional environment.

This highly interactive seminar focuses on developing new management techniques, financial and budgeting expertise, and leadership skills. It is presented in a simulated management setting that challenges participants to examine, develop, and refine advanced leadership skills and correctional man-agement techniques.

Participants will:

- Assess their personality and leadership skills;
- Learn advanced communication skills, including research, writing for publication, and public speaking;
- Acquire critical thinking, strategic planning, and decisionmaking skills;
- Be challenged to demonstrate their personal best, especially when faced with obstacles and barriers often found in corrections:
- Be assigned mentors, who will provide coaching and feedback to encourage long-term career planning;
- Have their professional achievements tracked for 2 years after the seminar.

WHO SHOULD ATTEND J, P, C

Female and minority managers (e.g., unit managers, shift supervisors, team supervisors, residential managers) working in jails, prisons, and community corrections agencies. Past participants in *Management Development for Women and Minorities* will be given first consideration.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications an agency organization chart and a statement describing: 1) their current position and responsibilities; 2) the number, types, and dates of promotions over the past 5 years; 3) an outline of their current career advancement strategy; and 4) their commitment to fully participate in the program and complete pre- and post-seminar assignments.

SEMINAR SEMINAR APPLICATION

NUMBER DATE DUE DATE 99-M1003 May 16-21, 1999 Feb 16, 1999

RESTORATIVE JUSTICE: PRINCIPLES, PRACTICES, AND IMPLEMENTATION

A

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

Restorative Justice has been adopted by many jurisdictions across the country in recent years. It shows promise for being more responsive to victims and communities and holding offenders accountable for understanding the effects of thei

requires new skills and competencies and a different set of expectations for corrections professionals.

During this seminar, participant teams explore the principles, values, and practices of Restorative Justice. They learn to develop and implement related systems, structures, and proto-cols. Key topics include:

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

Participant teams develop a strategic action plan to design, develop, and implement Restorative Justice practices.

WHO SHOULD ATTEND J. P. C

Three-person teams from state and local jurisdictions that will implement Restorative Justice practices. Teams must include individuals (at least one from corrections) with authority to direct resources, effect change, and manage the implemen-tation.

APPLICATION REQUIREMENTS

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-I401	Mar 21-26, 1999	Dec 21, 1998

STRATEGIES FOR BUILDING EFFECTIVE WORK TEAMS



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

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

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

Key topics include:

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

WHO SHOULD ATTEND LONGMONT SEMINARS

J, P, C

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

APPLICATION REQUIREMENTS FOR LONGMONT SEMINARS

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-S4701	May 2-7, 1999	Feb 2, 1999
99-S4702	Jun 13-18, 1999	Mar 12, 1999

WHO SHOULD ATTEND PARTNERSHIP SEMINARS

J. P. C

Four- to six-member work teams, including the team manager, sharing a common goal in jails, prisons, and community corrections agencies. In some cases, individual

administrators who lead multi-member work units with common goals will be considered.

APPLICATION REQUIREMENTS FOR PARTNERSHIP SEMINARS

Agencies interested in hosting this seminar must submit a Statement of Interest (Form B) to the NIC Academy by December 1, 1998. An NIC staff member will contact the agency.

PUBLIC AND MEDIA RELATIONS

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

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

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

WHO SHOULD ATTEND J. P. C

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

APPLICATION REQUIREMENTS

This seminar is available only as a partnership seminar. Agencies interested in hosting this seminar must submit the Statement of Interest (Form B) to the NIC Academy by December 1, 1998. An NIC staff member will contact the agency.

EVALUATION AND ACCOUNTABILITY STRATEGIES FOR CORRECTIONAL PROGRAMS

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

To successfully compete for program funding and resources, corrections agencies must demonstrate that their programs are effective. Careful program design and sound process, outcome, and impact evaluations are essential to measure program quality and provide information on which to base program and policy decisions.

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

- Determining agency readiness to measure performance outcomes.
- Basic evaluation models and research designs,
- Resources needed to conduct evaluations,
- Evaluation project management.

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

WHO SHOULD ATTEND J. P. C

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

APPLICATION REQUIREMENTS FOR LONGMONT SEMINAR

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-S4501	Aug 15-20, 1999	May 17, 1999

APPLICATION REQUIREMENTS FOR PARTNERSHIP SEMINARS

Agencies interested in hosting this seminar must submit a

Statement of Interest (Form B) to the NIC Academy by December 1, 1998. An NIC staff member will contact the agency.

ORIENTATION FOR PAROLE BOARD MEMBERS

— a 36-hour seminar on parole policy and practice

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

Key topics include:

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

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

WHO SHOULD ATTEND

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

APPLICATION REQUIREMENTS

Applicants must complete an Individual Application and indi-cate the date of their appointment below item 2 on the form. Applications by board members must bear the end

must be endorsed by their appointing authority.

SEMINAR SEMINAR APPLICATION

NUMBER DATE DUE DATE 99-C2101 Jul 11-16, 1999 Apr 12, 1999

TRAINING FOR OFFENDER EMPLOYMENT SPECIALISTS

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

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

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

- Specialization of offender job training and placement services;
- Reintegration and transition issues;
- Offender assessment and programming;
- Pre-employment and job readiness skills;
- Job development, including dealing with employer fears;
- Marketing strategies to facilitate offender job placement;
- Coordinating and partnering with community/business resources:
- Job placement, including finding the right employers and developing employer incentives;
- Job retention strategies.

Participants develop action plans to improve their services for offenders.

WHO SHOULD ATTEND LONGMONT SEMINARS

C

J, P, C

Teams of two persons—one from a public corrections agency

to place offenders in jobs. (If insufficient teams apply for $p \ a \ r \ t \ i \ c \ i \ p \ a \ t \ i \ o \ n$,

individual applicants will be considered.) Team members should be managers and staff who provide job training, assessment/counseling, development, placement, and/or reten-tion skills to offenders (while incarcerated, under community supervision, and post-release). Applicants from private organizations must submit an endorsement letter from the chief executive officer of the public agency to verify they are contractually or statutorily required to deliver services.

APPLICATION REQUIREMENTS FOR LONGMONT SEMINARS

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-I301	Oct 18-23, 1998	Jul 20, 1998
99-I302	Feb 7-12, 1999	Nov 9, 1998
99-I303	May 16-21, 1999	Feb 16, 1999

WHO SHOULD ATTEND PARTNERSHIP SEMINARS

J. P. C

Managers and staff who provide job training, assessment/counseling, development, placement, and/or retention skills to offenders (while incarcerated, under community supervision, and post-release).

APPLICATION REQUIREMENTS FOR PARTNERSHIP SEMINARS

Agencies interested in hosting this seminar must submit a Statement of Interest (Form B) to the NIC Academy by December 1, 1998. An NIC staff member will contact the agency.

JAIL MANAGEMENT WORKSHOPS

PLANNING OF NEW **INSTITUTIONS (JAILS)**

— a 32-hour workshop on the facility development process

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

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

Key topics include:

- Mission statement development,
- Pre-architectural programming,
- Project management,
- Site evaluation,
- Design concepts,
- Staffing issues,
- Use of data for planning a new jail,
- Action planning.

WHO SHOULD ATTEND

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

APPLICATION REQUIREMENTS

Applicants must mail or fax a letter of request-signed by the sheriff, director of corrections, jail administrator, county executive, or chairperson of the county commission—to the NIC Jails Division, 1960 Industrial Circle, Suite A, Longmont, CO 80501, fax 303-682-0469, as soon as possible. The letter must express a commitment to attend the entire 32-hour training session. They will be sent a special application form to complete.

WORKSHOP	WORKSHOP
NUMBER	DATE
99-J2101	Oct 26-30, 1998
99-J2102	Mar 22-26, 1999
99-J2103	Aug 9-13, 1999

APPLICATION DUE DATE

Letters should be sent to the Jails Division as soon as possible.

JAIL DESIGN REVIEW



a 36-hour workshop to develop skills for reviewing jail construction plans

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

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

Key topics include:

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

Participants learn how and why changes occur during construction and how to manage them.

WHO SHOULD ATTEND

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

APPLICATION REQUIREMENTS

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

WORKSHOP	WORKSHOP
NUMBER	DATE
99-J2104	Aug 8-13, 1999

APPLICATION DUE DATE

Letters should be sent to the Jails Division as soon as possible.

MENTAL HEALTH SERVICES IN LARGE JAILS

— a 28-hour workshop to improve mental health services for inmates in large jails

Large jails, those with more than 1,000 inmates, have substantial numbers of inmates with mental illness. These jails usually operate in-house mental health units in addition to procuring services from community mental health providers.

This workshop promotes the coordination and enhancement of mental health services for inmates in large jails. It emphasizes analyzing inmates' needs for services. Participant teams develop detailed plans to address issues identified during the workshop.

Key topics include:

- Planning principles,
- Problem identification and analysis,
- Building effective working relationships,
- Mental health resources,
- Resource allocation,
- Performance contracts,
- Leadership and managing change,
- Collaborative problem solving,
- Implementation strategies,
- Staffing and cross training.

WHO SHOULD ATTEND

Three-person teams from large jails, including the jail administrator, the jail mental health administrator, and a jail mental health or community mental health staff person.

APPLICATION REQUIREMENTS

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

WORKSHOP NUMBER 99-J2801 WORKSHOP DATE

Mar 1-5, 1999

APPLICATION DUE DATE

Letters should be sent to the Jails Division as soon as possible.

ORIENTATION TO OBJECTIVE JAIL CLASSIFICATION (with Technical Assistance)

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

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

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

Key topics include:

- Definitions related to objective classification,
- Advantages to jail management,
- Guiding principles and key elements of objective jail classification,
- Understanding the importance of data,
- Risk assessment instruments.

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

WHO SHOULD ATTEND

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

APPLICATION REQUIREMENTS

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

WORKSHOP	WORKSHOP	APPLICATION
NUMBER	DATE	DUE DATE
99-J2301	Nov 30-Dec 4, 1998	Letters should be sent to the Jails Division as soon
99-J2302	Aug 16-20, 1999	as possible.

HOW TO RUN A DIRECT-

SUPERVISION HOUSING UNIT: TRAINING FOR TRAINERS

— an 80-hour workshop on delivering the directsupervision housing unit curriculum in-house

Jail line staff require specialized training before working face-to-face with inmates in a direct-supervision housing unit. Many jails lack a specialized curriculum and trained trainers to provide line staff with the skills required to manage inmate behavior in the direct-supervision setting.

This workshop provides agencies opening or operating a podular/direct-supervision jail with the capacity to deliver the *How to Run a Direct-Supervision Housing Unit* curriculum for line staff using in-house trainers. 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 provided with all materials required to train line staff at their jails.

WHO SHOULD ATTEND

One or two jail staff from a jurisdiction who have been trained in interpersonal communications, have experience working in inmate housing units, and support the direct-supervision model. Experience as a trainer is helpful but not required. Priority will be given to applicants from jurisdictions near the end of transition into a new direct-supervision jail.

APPLICATION REQUIREMENTS

Applicants must mail or fax a letter of request—signed by the sheriff, director of corrections, or jail administrator—to the NIC Jails Division, 1960 Industrial Circle, Suite A, Longmont, CO 80501, fax 303-682-0469, as soon as possible. The letter must state that the agency agrees to deliver the 32-hour housing unit curriculum in-house at least once in the coming year. Approximately 3 months before the workshop, applicants will be sent a special application form to complete.

 WORKSHOP
 WORKSHOP

 NUMBER
 DATE

 99-J2202
 Jul 18-30, 1999

APPLICATION DUE DATE

Letters should be sent to the Jails Division as soon as possible.

JAIL SECURITY ASSESSMENT

a 30-hour workshop to develop and improve skills for assessing jail security

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

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

Key topics include:

- Physical plant security,
- Staffing,
- Staff training,
- Objective jail classification,
- Inmate movement,
- Internal monitoring of security operations,
- System checks and testing,
- Use of technology.

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

WHO SHOULD ATTEND

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

APPLICATION REQUIREMENTS

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

WORKSHOP	WORKSHOP	APPLICATION
NUMBER	DATE	DUE DATE
99-J2601	Dec 7-11, 1998	Letters should be sent to the Jails Division as soon
99-J2602	Jun 7-11, 1999	as possible.

PRISON MANAGEMENT SEMINARS

CONTEMPORARY ISSUES IN PRISON MANAGEMENT

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EMERGENCY PREPAREDNESS ASSESSMENT



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

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

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

Key topics may include:

- The current legislative, political, and social environment and its impact on prison management;
- The changing inmate profile;
- Profile of the workforce in the 21st century;
- Institutional culture;
- The warden's or superintendent's role as leader.

WHO SHOULD ATTEND

Wardens/superintendents of state prisons with 5 or more years experience in that position.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a statement describing: 1) the custody level, number of inmates and staff, and any unique characteristics of their facility; 2) their specific interest and/or expertise related to prison management issues; and 3) how this seminar will benefit them and their agency.

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-P501 (site to be selected)	Jan 31-Feb 5, 1999	Oct 30, 1998
99-P502 (in Longmont)	Sep 19-24, 1999	Jun 18, 1999

— 40-hour field training on planning for prison emergencies

This training program is conducted onsite at selected state correctional facilities and focuses on assessing a correctional system's ability to maintain a safe and secure environment. It addresses emergency circumstances ranging from internal disruptions to those arising from external factors, such as natural and environmental disasters, job actions, and other uncontrollable events.

Key topics include:

- Emergency preparedness from a preventative perspective,
- Identifying areas of potential vulnerability and liability,
- Evaluating the strengths and weaknesses of an emergency preparedness system.

Under the guidance of instructors, participants assess the state of readiness of emergency plans, policies, and procedures at the facilities at which the training is conducted. They use an assessment instrument that can also be used independently to conduct similar assessments in their own state facilities.

WHO SHOULD ATTEND

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Employees of state departments of corrections with administrative responsibility for the oversight and monitoring of emergency preparedness policies and procedures, training, and implementation for the state's correctional facilities. One person from each of 15 states will be selected.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a statement describing: 1) their job position, including current responsibilities related to emergency preparedness; and 2) the current status of their department's emergency preparedness program, including when policies and procedures were last updated, how often training occurs, and how often drills are conducted on simulated emergencies.

PROGRAM	PROGRAM	APPLICATION
NUMBER	DATE	DUE DATE
99-P2601	Apr 18-23, 1999	Jan 15, 1999

MANAGING PRISON SECURITY SYSTEMS

CONDUCTING PRISON SECURITY AUDITS



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

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

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

Key topics may include:

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

WHO SHOULD ATTEND

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

APPLICATION REQUIREMENTS

This seminar is available only as a partnership seminar. Agencies that propose to include other correctional jurisdictions will be given priority, unless an agency provides sound justification for including only its own staff. Agencies interested in hosting this seminar must submit a Statement of Interest (Form B), accompanied by letters of intent to participate from other jurisdictions if applicable, to the NIC Academy by December 1, 1998. An NIC staff member will contact the agency.

— 40-hour training on security system auditing

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

Key topics of the classroom training may include:

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

In conducting the security audit, participants review the host institution's security policy, post orders, staffing pattern, operational procedures, equipment, training, and other factors related to internal and perimeter security. They learn how to use a prototype security audit instrument developed by NIC.

WHO SHOULD ATTEND

P

Managers who have direct control or oversight responsibility for the security operations of a state prison, such as wardens/superintendents, assistant or associate wardens/superintendents, and chiefs of security. Agencies that anticipate developing a security audit program or unit may request participation of a team of up to three people.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a statement describing: 1) their current responsibilities related to security auditing/monitoring, including a brief job description; and 2) the current status of their department's security audit program, including information concerning how audits are conducted and how often and/or the agency's interest in or plans for developing a security audit instrument and program. If teams are applying, each team member must submit an Individual Application, but only one supplementary statement for the team is required.

PROGRAM	PROGRAM	APPLICATION
NUMBER	DATE	DUE DATE
99-P3201	Mar 21-26, 1999	Dec 18, 1998
99-P3202	Jun 20-25, 1999	Mar 19, 1999

STAFF SEXUAL MISCONDUCT WITH INMATES

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

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

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

Key topics include:

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

WHO SHOULD ATTEND

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

APPLICATION REQUIREMENTS

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

SEMINAR NUMBER 99-P3401 (in Longmont)	SEMINAR DATE Nov 2-6, 1998	APPLICATION DUE DATE Aug 3, 1998
99-P3402 (site to be selected)	Mar 22-26, 1999	Dec 22, 1998

WOMEN OFFENDERS: OPERATIONAL PRACTICE IN PRISON SETTINGS

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

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

This seminar explores issues that are key to policy development and planning to improve the operations of women's prisons. Topics may include:

- Offender/staff dynamics in a women's prison;
- Issues related to parity and appropriateness of programming and services for women offenders;
- Gender-specific considerations in policy development, such as personal property, use of restraints, cross-gender searches, classification, health care;
- Development of cross-gender supervision skills and training strategies;
- Design considerations in the construction of women's prisons.

WHO SHOULD ATTEND

P

Regional directors, wardens, and supervisors in state women's prisons or central office personnel with administrative respon-sibility for women's prisons.

APPLICATION REQUIREMENTS

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-P3101	Aug 22-27, 1999	May 24, 1999

SUPERMAX PROGRAM AND PLANNING

ANALYSIS OF PRISON STAFFING



— a 36-hour seminar on developing supermax prisons

With the "get tough on crime" environment, there is decreasing use of incentives as the major means of controlling inmate behavior and an increasing use of disincentives, in the form of both reduced rehabilitation opportunities and high-level incapacitation. The recent advent of highly specialized supermax prisons has raised some compelling questions for the field of corrections. As supermax prisons are examined and discussed by corrections leaders, courts, human rights groups, the media, and others, opinions differ widely concerning their operations and effectiveness.

This seminar focuses on planning, program, and operations issues specific to supermax prisons. Participants examine political, philosophical, and policy underpinnings that influence the operation and programs of these facilities. Tools are presented for use in decisionmaking concerning planning and developing a supermax facility and assessing its operations.

Key topics may include:

- Definition of "supermax" as used by participants' agencies.
- Identifying the potential supermax population (risk assessment),
- Implications of housing violent and/or mentally ill inmates in supermax prisons,
- Classification,
- Legal issues,
- Staffing and staff training,
- Program options and operations considerations.

WHO SHOULD ATTEND

Corrections administrators and wardens/superintendents who are responsible for prison planning or the operation of high-custody prisons.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a statement describing their current responsibilities related to supermax prison planning and programming.

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-P3601	Jul 18-23, 1999	Apr 16, 1999

— a 36-hour seminar on conducting prison staffing analysis

Appropriate staffing of prisons has become more complex as prison populations and operations expand, inmate-to-staff ratios increase, and inmate idleness grows due to more inmates and insufficient work and program opportunities. Proper staffing levels and post assignments are necessary to ensure continuous safe and secure prison operations and maintain standards of service, supervision, and surveillance.

This seminar focuses on staffing concepts, the essential duties of individual posts, and direct management of shift assign-ments. It improves participants' understanding of these concepts and provides a methodology by which they may assess staffing levels, examine post and shift allocations, and determine minimal and optimal post coverage necessary to meet the operational requirements of their facility.

Key topics may include:

- Methods of analyzing staffing patterns,
- Organization of posts and positions,
- Analysis of staffing levels and functions,
- How to conduct a post and shift analysis.

WHO SHOULD ATTEND

P

P

Managers who are responsible for prison staffing, such as wardens, deputy wardens, and security chiefs, and central office staff with responsibility for monitoring prison staffing levels.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a statement describing their current job assignment and respon-sibilities related to prison staffing analysis.

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-P1701	May 23-28, 1999	Feb 19, 1999

OFFENDER MANAGEMENT SEMINARS

IDENTIFYING AND MANAGING GANGS

SEX OFFENDER TREATMENT SKILLS



— a 36-hour seminar addressing gangs in corrections

Gangs and similar deviant groups often disrupt the normal operations of correctional facilities and/or programs. Special-ized knowledge, policies and procedures, ongoing training, and effective communications systems are needed to identify, track, and manage current and potential gang members.

This seminar addresses the subject of gangs through two components: 1) gang identification, and 2) gang management. The first focuses on:

- Current trends in gang activity,
- Characteristics of major deviant groups operating regionally and nationally,
- Methods for identifying specific gangs and groups.

The second component covers:

- Data management systems,
- Intelligence-tracking models that can be adapted for use,
- Organizational and program structures for gang management.

WHO SHOULD ATTEND

J, P, C

Managers of jails, prisons, or community corrections agencies with a policymaking role in the management of gangs; central office staff in large corrections systems who are responsible for identifying and tracking gang members; agency trainers for gang identification and/or implementation of gang manage-ment policies and strategies; and those responsible for an agency's security operations.

APPLICATION PROCEDURES

This seminar is available only as a partnership seminar. Agencies interested in hosting the seminar must submit a Statement of Interest (Form B) to the NIC Academy by December 1, 1998. An NIC staff member will contact the agency.

— a 36-hour seminar at treatment program sites

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

This intensive seminar is conducted onsite at three different locations with sex offender treatment programs in operation. Key topics include:

- Risk assessment,
- Victim empathy,
- Etiology,
- Family reunification,
- Sexual arousal,
- Management of sex offenders,
- Special needs offenders.

WHO SHOULD ATTEND

J, P, C

Jail, prison, or community corrections staff who work with sex offenders, including treatment providers, institutional and aftercare clinicians, probation and parole officers, and clini-cians who have general knowledge of sex offender treatment.

APPLICATION REQUIREMENTS

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-S2901	Jan 10-15, 1999	Oct 9, 1998
99-S2902	Mar 14-19, 1999	Dec 14, 1998
99-S2903	Jun 20-25, 1999	Mar 22, 1999

WOMEN OFFENDERS: CRITICAL POLICY ISSUES

— a 36-hour seminar on shaping policy for a criminal justice response to women offenders

With the dramatic increase in the women offender population, many systems are faced with adding institutional bedspace, developing effective community sanctions, and more clearly defining gender-specific responses for women offenders. This seminar addresses critical and emerging issues identified by criminal justice practitioners, academicians, and representa-tives of the court system who work with women offenders.

The seminar focuses on shaping policy for women offenders across the criminal justice system and demonstrates the benefits of systems-level planning. Key topics may include:

- Profile of women offenders and trends in female criminality;
- Creating effective responses to substance-abusing women offenders;
- A history of corrections' response to women offenders;
- Policy issues regarding sentencing women offenders and the "what works" literature;
- Defining gender-responsiveness;
- The impact of public policy on women offenders (e.g., welfare reform):
- Promising practices and guiding principles;
- Partnerships with the community.

WHO SHOULD ATTEND J, P, C

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).

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a brief statement (no more than one page) describing their responsi-bilities related to sentencing or managing women offenders. Applications from corrections practitioners must be endorsed by the administrator or chief executive officer of their agency.

SEMINAR
NUMBERSEMINAR
DATEAPPLICATION
DUE DATE99-I5601May 2-7, 1999Feb 2, 1999

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

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

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

Through strategic planning, participant teams develop an agency plan that provides coordination and direction to effec

development of policies and procedures to ensure that responsive and effective services are provided to meet the supervision and programming needs of women offenders.

Key topics include:

- A profile of women offenders,
- The role of leadership,
- Models for agency plans,
- Staffing issues,
- Managing change,
- Identifying and using external resources.

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

WHO SHOULD ATTEND J, P, C

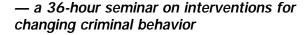
Three-person teams from jails, prisons, and/or community corrections agencies that will make significant changes in programs, services, and/or management strategies for women offenders in the coming year. Teams must include an agency administrator with authority to direct resources to effect the change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

APPLICATION REQUIREMENTS

Each team member must complete an Individual Application, but only one supplementary statement for the team is required. The statement must describe: 1) the change the agency is anticipating, 2) the role of **each** team member in implementing the change, and 3) their commitment to use the action plan they develop to implement the change.

SEMINARSEMINARAPPLICATIONNUMBERDATEDUE DATE99-I501Mar 7-12, 1999Dec 7, 1998

WITH OFFENDERS: WHAT WORKS AND WHY (with Technical Assistance)



The current emphasis on more severe punishment to address crime has resulted in longer sentences, more intensive supervision, and thousands of new prison and jail cells. While punishment, incapacitation, and deterrence are legitimate responses to law violations, they have not proven effective in altering criminal behavior or reducing recidivism.

Recognizing there is no "quick fix," this seminar explores various choices in the criminal justice system for responding to criminal behavior. It examines approaches that reduce recidivism by promoting long-term behavioral change, particularly in higher-risk offenders. Drawing from studies on "what works," the seminar reviews the principles of effective programming and their application in planning, delivering, and evaluating correctional programs.

Key topics include:

- Assessing risk,
- Approaches for changing behavior,
- Implementation strategies,

- Program evaluation,
- · Action planning.

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

WHO SHOULD ATTEND

J, P, C

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

APPLICATION REQUIREMENTS

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-I001	Feb 7-12, 1999	Nov 9, 1998
99-I002	Jul 11-16, 1999	Apr 12, 1999

TRAINING CAPACITY-BUILDING SEMINARS

GROUP FACILITATION SKILLS



— a 16-hour seminar on facilitating groups

Facilitation of groups requires knowledge of individuals' interaction in groups and group process strategies, as well as skill in leading group participants to achieve specific goals.

This seminar focuses on developing the skills needed to facilitate groups. Key topics include:

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

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

WHO SHOULD ATTEND

J, P, C

Staff from jails, prisons, and community corrections agencies whose job includes group facilitation. Trainee groups should be comprised of: 1) experienced trainers who lead gr

facilitate meetings, or 3) staff who lead offender treatment groups.

APPLICATION REQUIREMENTS

This seminar is available only as a partnership seminar. Agencies interested in hosting this seminar must submit a Statement of Interest (Form B) to the NIC Academy by December 1, 1998. The agency must identify which one of the three target participant groups will attend the seminar. An NIC staff member will contact the agency.

TRAINING DESIGN AND DEVELOPMENT



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

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

It then addresses:

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

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

WHO SHOULD ATTEND

J, P, C

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

APPLICATION REQUIREMENTS FOR LONGMONT SEMINARS

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

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-S101	Apr 11-16, 1999	Jan 11, 1999
99-S102	Jul 25-30, 1999	Apr 26, 1999

APPLICATION REQUIREMENTS FOR PARTNERSHIP SEMINARS

Agencies interested in hosting this seminar must submit a Statement of Interest (Form B) to the NIC Academy by December 1, 1998. An NIC staff member will contact the agency.

AGENCY FTO/OJT PROGRAM DEVELOPMENT



— a 28-hour seminar on designing and developing on-the-job training for new employees

Corrections agencies have an ongoing need to train new employees in the skills required for successful job performance. Many agencies, especially smaller ones, lack the resources to consistently accomplish this training.

This seminar provides participants with the knowledge and skills to develop and implement cost-effective, skills-based training for new employees using a correctional field-training-officer/on-the-job-training (FTO/OJT) model. Key topics include:

- FTO/OJT program overview,
- FTO/OJT program development,
- Development of performance checklists,
- Observation reports,
- FTO teaching process,
- Proficiency testing,
- FTO trainer qualification process.

WHO SHOULD ATTEND

J, P, C

Staff from jails, prisons, and community corrections agencies who need to develop a formal on-the-job-training program for new employees. Applicants should be staff who will actually design and develop the training program.

APPLICATION REQUIREMENTS FOR LONGMONT SEMINAR

Applicants must attach to their Individual Applications a statement signed by the chief executive officer of the agency confirming that the agency intends to develop or revise an FTO/OJT program in the coming year.

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-S901	Jan 25-29, 1999	Oct 26, 1998

APPLICATION REQUIREMENTS FOR PARTNERSHIP SEMINARS

This seminar is also available as a partnership. Agencies interested in hosting the seminar must submit a Statement of Interest (Form B) to the NIC Academy by December 1, 1998. An NIC staff member will contact the agency.

BUILDING TRAINING CAPACITY IN SMALL AGENCIES

— a choice of three workshops delivered at state and local sites

Many small corrections agencies lack the resources to provide comprehensive training on a consistent basis and often view training as something that must be provided by an outside entity. This program develops their capacity to design and implement cost-effective training for both new and existing employees. Three workshops are available for presentation onsite for groups from several small agencies. Agencies may choose one of the following workshops.

Agency Field-Training-Officer/On-the-Job-Training Pro-gram Development. A 24-hour workshop that provides staff in small agencies with the knowledge and skills to design, develop, and implement a formal on-the-job-training program for new employees using a correctional FTO model.

Developing the Annual Agency Training Plan. A 24- to 32-hour workshop that teaches staff in small agencies how to develop the annual agency training plan. This workshop stresses low-cost training delivery methods and addresses the unique challenges that small corrections agencies face in attempting to meet national, state, and/or local training standards.

Cost-Effective Alternatives to Classroom Training. A 16-hour workshop designed for small agencies to minimize the use of classroom training in meeting training requirements. This workshop stresses the use of formal alternatives for developing knowledge and skills of new and existing staff and the critical role of documentation when using alternatives.

WHO SHOULD ATTEND J, P, C

Staff from small jails, residential and non-residential community corrections agencies, and probation and parole field offices who have been designated to develop and coordinate their agency's training activities. The workshops are designed for delivery to groups of staff from small corrections agencies in the same geographical area.

APPLICATION PROCEDURES

Agencies interested in hosting one of the workshops should contact the NIC Academy at 800-995-6429 x120. There is no deadline date.

TRAINING FOR TRAINERS:

STAFF SAFETY IN COMMUNITY

— a 36-hour seminar on delivering staff safety training

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

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

Key topics include:

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

WHO SHOULD ATTEND

C

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

APPLICATION REQUIREMENTS

Those interested in attending this seminar should contact Rick Faulkner, NIC Community Corrections Division, 800-995-6423 x138, for a special application form and eligibility requirements. Applications are due by February 1, 1999.

TRAINING FOR TRAINERS: INTERPERSONAL COMMUNICATION WITH OFFENDERS

Ā

— a 36-hour seminar on delivering the revised IPC curriculum

Good communication is a primary skill for working with offenders in a confined setting. Many jurisdictions do not have a consistent method for building that skill in new or existing employees.

NIC's original *Interpersonal Communications (IPC)* in the *Correctional Setting* curriculum was used for many years in teaching corrections trainers and line staff skills for effectively communicating with inmates. That curriculum has been revised and updated to reflect more contemporary situations and to include a cognitive strategies module.

This seminar provides participants with the knowledge and skills to deliver the revised IPC curriculum. Key topics include:

- Changes in content,
- Training strategy,
- Delivery methods,
- Use of cognitive interventions.

WHO SHOULD ATTEND

J, P

Agency trainers who have completed a basic training-fortrainers course and either the original NIC IPC training (conducted during the 1983-1995 timeframe) or the revised training and who will deliver the revised IPC curriculum. Preference will be given to experienced IPC trainers.

APPLICATION REQUIREMENTS

Applicants must attach to their Individual Applications a copy of a certificate or other document showing they completed a basic training-for-trainers course and a statement that briefly describes their training background, including any experience as an IPC trainer.

SEMINAR	SEMINAR	APPLICATION
NUMBER	DATE	DUE DATE
99-S601	Apr 18-23, 1999	Jan 19, 1999

VIDEOCONFERENCES AND DISTANCE LEARNING

NIC will conduct three 2-hour videoconferences on topics to be announced and a multi-part videoconference distance learning program on correctional supervision. They will be transmitted live via satellite and will require downlink equipment (a satellite dish). Typically an unlimited number of sites anywhere in the continental United States may participate. Although there are opportunities for participants to telephone questions to the presenters, emphasis is on conveying timely information to a broad audience.

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

DISTANCE LEARNING: CORRECTIONAL SUPERVISION

AND LEADERSHIP SKILLS



The distance-learning format offers hundreds of practitioners the opportunity to participate in training. This program on correctional supervision includes three parts:

- 1) a 12-hour training-for-trainers videoconference for agency trainers who will coordinate and facilitate the *Correctional Supervision and Leadership Skills* videoconference and local training.
- 2) a 16-hour *Correctional Supervision and Leadership Skills* videoconference.
- 3) an additional 16 hours of local training conducted by agency trainers.

Part 1. Trainers throughout the United States will attend 12 hours of teleconference training to learn how to coordinate the *Correctional Supervision and Leadership Skills* videocon-ference, develop and implement interactive responses from their site, and facilitate and lead the 16 hours of off-camera local training.

Part 2. The 16-hour live interactive *Correctional Supervision and Leadership Skills* videoconference will be presented in four 4-hour segments on Monday through Thursday. Topics to be covered include values and vision,

wellness, principled behavior, supervision roles and styles, effective communication, and encouraging high-level performance. Agencies must secure their own downlink satellite dish and meeting room.

Part 3. Preceding and/or following the live videoconference each day (depending on the time zone), the agency trainers will assist participants in practicing supervision techniques, understanding their role as supervisor, and developing leader-ship skills and team building. Participants will develop action plans to: 1) improve their own wellness based on self-assessments, and 2) implement the individual goals and objectives they developed to improve their supervision skills.

WHO SHOULD PARTICIPATE J, P, C

Part 1: Staff trainers (or others) who will coordinate and facilitate the state or local agency's participation in the *Correctional Supervision and Leadership Skills* videoconference.

Parts 2 and 3: First-line supervisors, and staff who are eligible for promotion to first-line supervisors, in jails, prisons, and community corrections agencies. The training is relevant to all corrections staff, including corrections officers; case workers; unit managers; probation officers; and those working in industries, medical, and education.

REGISTRATION REQUIREMENTS

To participate in Part 1, agencies must submit two forms together: an Individual Application (Form A) for a site coordinator and the Videoconference Site Registration (Form C) for the agency. Materials sent to participants will include a registration form for Part 2.

Agencies must commit to securing either a C-band or KU-band satellite downlink and a meeting room for both satellite transmissions. For the 12-hour trainers' training, the room must accommodate three or four trainers. For the 16-hour *Correctional Supervision and Leadership Skills* telecast and subsequent local training, it must accommodate all local site participants.

		REGISTRATION
NUMBER	DATE	DUE DATE
99-S101	May 25-28, 1999	Feb 25, 1999
(Part 1: Training for Trainers)		
99-S9003	Sep 13-17, 1999	Jun 11, 1999
(Part 2: Correctional	Supervision and Leadershin)	•

OTHER TRAINING ACTIVITIES

REGIONALIZATION

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

Regional Field Coordinators not only help focus NIC activities to local trainers' needs, but help identify suitable training activities available from sources other than NIC. They will meet in the fall of 1998 to plan activities based on input from correctional training personnel in their regions. They will also design regional workshops and other activities that will be funded, in part, by NIC.

NIC will post information about Regionalization activities on its website to enhance communication between RFCs, share information related to training, and create the potential for distance-learning opportunities. Regional training events are also announced through flyers and other marketing strategies. Agencies are responsible for travel and per diem costs associated with their trainers attending these events.

Indivi-duals who meet the eligibility requirements and are interested in participating must submit an application to the designated RFC. A list of the Regional Field Coordinators can be obtained via the Internet or by contacting the NIC Academy.

Trainers—especially training managers—from jails, prisons, and community corrections agencies are encouraged to apply to volunteer as a Regional Field Coordinator. To request an application, write to the Regionalization Manager at the NIC Academy by August 1, 1998.

CONFERENCE WORKSHOPS

The NIC divisions will host workshops in conjunction with national or regional conferences conducted by the following organizations during fiscal year 1999:

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

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

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

Jails Division Invites Letters of Interest

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

Interested associations should send a letter of request on official stationery signed by the executive director of the

asso-ciation to the NIC Jails Division. The letter should specify the conference dates, the workshop topic, and the length of the desired workshop.

CORRECTIONAL TRAINING NETWORK

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

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

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

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

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

SECTION 6. COOPERATIVE AGREEMENTS

During fiscal year 1999, NIC will award cooperative agreements to support new program initiatives and others to continue work previously begun. Complete requests for applications will be published in the *Federal Register* for the **new** programs to be funded. This section briefly describes the projects planned and anticipated funding levels.

NEW COOPERATIVE AGREEMENTS

RESPONDING TO PROBATION AND PAROLE VIOLATIONS AT THE LOCAL LEVEL

Anticipated Funding: \$275,000

Responding to probation and parole violations involves exercise of discretion by individuals and organizations at various levels of government. This complicated process is seldom analyzed or fully understood.

NIC will award a cooperative agreement to deliver intensive training and technical assistance to local jurisdictions that are committed to improving the way they respond to offenders who violate conditions of probation and parole. The assis-tance will be delivered to several local jurisdictions in each of two states.

The organization receiving the cooperative agreement must command a practical understanding of policy and process issues related to probation and parole violations. It must have the ability to work individually with court officials, parole board members, agency administrators and line staff, and treatment and service providers, and to effectively manage the work of local policy teams comprised of these individuals. In addition to the primary activity of delivering effective assistance to local jurisdictions, the cooperative agreement recipient will design and conduct, in each of the two states, a timely and relevant training workshop for teams from all of the local jurisdictions involved in the project. Finally, the process and data impacts of changes resulting from the project activities will be documented.

Participating jurisdictions will be selected based on the commitment of key local justice system leaders to address issues around violation and revocation response. The recipient of the cooperative agreement will coordinate with NIC in announcing the project to the field and in selecting the jurisdictions to participate.

A complete request for applications will be published in the *Federal Register* in late 1998.

DEVELOPMENT OF MANAGEMENT INFORMATION SYSTEMS TO SUPPORT PRISON CLASSIFICATION

Anticipated Funding: \$75,000

Most state corrections systems use objective classification to assign inmates to appropriate prisons, and some have internal classification systems to guide housing, work, and program assignments. However, they lack the reliable data needed to fully assess and redesign their classification systems to adapt to increased demands and a changing environment.

This project will assist several state departments of corrections in assessing their management information systems as they pertain to classification decisionmaking and in designing enhancements to strengthen both information management operations and their classification system. The recipient of the cooperative agreement will conduct onsite assessments of the information management and classification systems at parti-cipating agencies; provide assistance and oversight in revising the management information system and, as necessary, the classification instruments and operations; and provide techni-cal assistance and training during implementation.

Prison systems selected for participation will have the resources necessary to make management information system enhancements to provide data for classification system analysis and ensure the capacity to measure outcomes and impacts of the classification systems implemented. A steering committee will be appointed by each agency to coordinate activities related to the project.

A complete request for applications will be published in the *Federal Register* in late 1998.

CLASSIFICATION OF WOMEN OFFENDERS

Anticipated Funding: \$100,000

Due to the small percentage they comprise of the total inmate population and their generally lower risk, incarcerated women often are overlooked in the development of programs, services, policy and procedures, and operational practices. Decisions on custody, housing, and case management assign-ments are often made using classification criteria designed for the male population, resulting in frequent overclassification and inadequate service delivery.

NIC will award a cooperative agreement to assist state departments of corrections in developing classification instru-ments and procedures that are valid and appropriate for women inmates. The project will entail an assessment of the current status of classification of women offenders nationally and onsite evaluation of current practices and operational procedures in three state prison systems.

The award recipient will convene a group of specialists on classification of women offenders to provide expertise. Project activities will be coordinated with NIC training programs and other efforts related to women offenders. It is expected that this work will form the basis for future NIC activities in this area.

A complete request for applications will be published in the *Federal Register* in late 1998.

GENDER-SPECIFIC RESPONSES: RESEARCH, PRACTICE, AND GUIDING PRINCIPLES

Anticipated Funding: Phase 1, \$20,000 Phase 2, \$80,000

During the last decade, the women offender population has almost tripled. Lawsuits related to parity in programming, cross-gender supervision, and sexual misconduct between staff and offenders have gained high visibility within the criminal justice community and with the public. Research suggests that gender responsivity is crucial to effectively designing criminal justice sanctioning processes in which women can achieve success. Application of this research to specific programs, services, and operational practices lacks documented outcomes, however.

NIC will award a cooperative agreement to create a developmental body of work related to gender-relevant responses for working with women offenders. The project will provide for a clearer articulation of gender-specific responses with emphasis on the relationship of current research to the realities of policies and practices in jails, prisons, and com-munity corrections.

This multi-year project will promote the use of research on effective gender-specific responses within the criminal justice system to develop guiding principles and effective strategies and practices for working with women offenders. It will provide a vehicle for defining gender-specific responses, the theoretical framework, and practical applications in correc-tional practice. It will bring into focus the thinking of crimi-nologists and the experiences of practitioners representing various corrections environments. One cooperative agreement will be awarded for each of two phases: 1) project design, and 2) project implementation.

A complete request for applications for phase 1 will be published in the *Federal Register* in October 1998, and, for phase 2, in mid 1999.

DEVELOPMENT OF TRAINING VIDEO ON STAFF SEXUAL MISCONDUCT WITH INMATES

Anticipated Funding: \$60,000

NIC will award a cooperative agreement for the development, pilot testing, and evaluation of a basic training video and companion facilitator's manual on the prevention of staff sexual misconduct with inmates. To be designed for presen-tation by state and local corrections agencies, the video will emphasize state and federal laws that address sexual misconduct and the importance of professional boundaries. It will include case histories and discussion of operational and professional remedies for ensuring healthy professional relationships with inmates. The companion manual will guide facilitators in delivering the training to state and local agency staff, interacting with trainees on key points in the video, and applying the training to the state or local setting.

NIC will work closely with the award recipient in all aspects of the project. A complete request for applications will be published in the *Federal Register* in January 1999.

CURRICULUM DEVELOPMENT ON CONFLICT MANAGEMENT AND RESOLUTION

Anticipated Funding: \$25,000

NIC will award a cooperative agreement to develop a training curriculum for a 36-hour seminar on conflict management and resolution in corrections agencies. The seminar will be designed for staff who are responsible for developing, implementing, and monitoring policy, procedure, and practice for employee conflict resolution. From this curriculum, a second, 8-hour workshop will be developed for agency administrators who want to develop and implement new conflict management strategies in their agencies.

The curriculum will cover the continuum of dispute resolution methods and technologies. Topics will range from simple negotiations to managing employee lawsuits. They will include paradigms that drive conflict; negotiation; mediation; arbitration; litigation; unions and collective bargaining techniques; dispute resolution systems; employee litigation insurance; and handling employment-related complaints such as wrongful termination, sexual misconduct and harassment, and age discrimination.

A complete request for applications will be published in the *Federal Register* in mid 1999.

DELIVERY OF NIC ACADEMY TRAINING CURRICULUMS

Anticipated Funding: \$146,000

NIC will award a cooperative agreement for the delivery of its *Training Design and Development* and *Group Facilitation Skills* curriculums. The former will be delivered both in Longmont, Colorado, and at state and local agency sites to experienced staff trainers. The latter will be delivered only at agency locations to corrections practitioners who are required to facilitate groups. NIC will be substantially involved in all aspects of the project.

The recipient of the cooperative agreement will deliver four 36-hour *Training Design and Development* seminars—two in Longmont and two at sites to be determined—and eight 16-hour *Group Facilitation Skills* seminars at sites to be determined. Among other activities, the awardee will propose trainers, review curriculum, prepare materials for

trainers and participants, develop evaluation strategies, and submit a final report at the conclusion of all seminars.

A complete request for applications will be published in the *Federal Register* in late 1998.

CONTINUATION COOPERATIVE AGREEMENTS

ASSESSMENT OF OBJECTIVE CLASSIFICATION SYSTEMS

Anticipated Funding: \$140,000

This multi-year project assists state departments of corrections in evaluating and revising their classification programs. It entails onsite assessment of the classification systems of participating agencies, revision of their classification instruments and manuals to reflect necessary modifications, pilot testing of the instruments and procedures developed, and technical assistance and training during implementation.

The project began in 1997 with the states of Oklahoma, Oregon, Montana, and Virginia. In 1998, it was expanded to include Texas and Michigan with specific focus on administrative segregation and women offenders, respectively. A third state is yet to be selected this year. During fiscal year 1999, at least four more agencies will be selected to begin the process of assessing and updating their objective classifica-tion systems.

It is anticipated that a continuation cooperative agreement will be awarded to the National Council on Crime and Delinquen-cy, Washington, D.C., to continue this work.

INTERMEDIATE SANCTIONS FOR WOMEN OFFENDERS

Anticipated Funding: \$175,000

Four high-population local jurisdictions were selected in April 1997 to participate in the Intermediate Sanctions for Women Offenders Project. The broad goals of the multi-year effort are to examine current sentencing policy and practices for women offenders and develop a system of correctional options that are more effective and lead to higher levels of success by offenders. The four jurisdictions selected for participation are Cook County, Illinois; Hamilton County, Ohio; Hampden County, Massachusetts; and the City and County of San Francisco, California.

In each jurisdiction, a local community corrections agency, jail, or court took the lead in forming a policy team of key

decisionmakers from the criminal justice system, county government, and public and private human service agencies to develop an effective range of community sanctions for specific profiles of women offenders. Each policy team is:

- Developing a sound information base regarding the offense and background characteristics of its jurisdiction's women offenders; current sentencing practices, supervision processes, and programs; and responses to women offenders' needs by community corrections and human services agencies that enhance the likelihood that offenders will fulfill the conditions of their sanctions.
- Using the databases and experiences of the team members and others to explore the existing community sanction options and their outcomes for women offenders and identify gaps in the range of sanctions and services.
- Developing a sound conceptual plan for creating a range of intermediate sanctions that includes both concrete action steps for implementation within 6 months and a statement of where the community corrections system should be in 3 to 5 years with its sanctions policies and services for women offenders.
- Documenting the policy and program development process.

It is anticipated that a continuation cooperative agreement will be awarded to Law and Policy Associates, Aloha, Oregon, to conduct the third and final phase of the project. Activity will focus on implementation of policy choices made during the first 2 years and documentation of the practical results achieved in the four jurisdictions.

CRIMINAL JUSTICE SYSTEM PROJECT

Anticipated Funding: \$625,000

The Criminal Justice System Project is a 3-year effort to help state and local policymakers develop more purposeful, effective, and coordinated systems of options for pre-trial defendants and sentenced offenders. Activities are directed to improving the jurisdictions' capacities to solve correctional problems through ongoing policy development, system moni-toring, and collaboration among criminal justice policymakers

and the community. The Corrections Program Office and the National Institute of Justice are partners with NIC in support-ing selected services and the evaluation of this demonstration project.

In March 1997, ten jurisdictions were selected to participate in the project, including the State of Alaska; Maricopa County, Arizona; Napa County, California; Hennepin County, Minnesota; Dutchess County, New York; St. Lawrence County, New York; Tulsa County, Oklahoma; Jackson County, Oregon; Portage County, Wisconsin; and Wood County, Wisconsin. Hennepin and Napa Counties are currently inactive sites.

During the first 18 months of the project, a system assessment was conducted in each jurisdiction to provide a baseline picture of how the county's or state's current sanctioning system operated—the array and use of options for pre-trial defendants and sentenced offenders—and the political, social, and economic environment in which policymakers would seek solutions to pressing problems. In each jurisdiction, the assessment was the critical first step in bringing relevant data on system characteristics to the policymaking process.

Early work of the project focused on several strategic objectives. The first was to assure that each jurisdiction's system assessment work was imbedded within the context of a productive policy process, with a committed team of criminal justice officials and community leaders. The second was working with each team to begin to build a vital sense of the project's purposes and a collective vision of the preferred future for its criminal justice system and the work that would contribute to the realization of its goals. The project also stressed offender population analyses and collaboration between site coordinators and the jurisdictions' policymakers and project staff.

It is anticipated that a continuation cooperative agreement will be awarded to the Center for Effective Public Policy, Hatboro, Pennsylvania, to continue work in the third phase of the project. The Center will provide overall project manage-ment, site coordination, training, research and data collection, and site-specific technical assistance services to each active jurisdiction. An NIC liaison is designated for each site and serves as co-strategist and broker of additional services for the site. Policy Studies, Inc., Denver, Colorado, is conducting a process evaluation of the project under a 3-year grant from the National Institute of Justice.