

National Institute of Corrections

Office of Juvenile Justice and Delinquency Prevention

# Training Programs for Juvenile Corrections Professionals

- Juvenile Corrections
  - Juvenile Detention

**Service Plan June 1, 2005-May 31, 2006** 

# **National Institute of Corrections**

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# Training Programs for Juvenile Corrections Professionals

*Service Plan June 1, 2005–May 31, 2006* 

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This document is available on NIC's Web site at www.nicic.org. NIC will announce updates on its Web site throughout the year. It is also available on CD–ROM. To request a CD–ROM, please send an e-mail to asknicic@nicic.org.

Prepared under Interagency Agreement 2005–JK–R–070 from the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice.

# **Notice**

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

NIC responds directly to the needs identified by practitioners working in state and local adult and juvenile corrections and provides direct service rather than financial assistance as the primary means of carrying out its mission. NIC's technical assistance and training programs are designed for adult and juvenile correctional practitioners working in all corrections disciplines in federal, state, and local corrections agencies.

Cooperative agreements are formally announced in the *Federal Register*. NIC is committed to complying with all federal statutes relating to nondiscrimination and to ensuring equal protection under the laws so that all organizations are eligible to apply for applicable services and assistance on equal footing with other organizations. These include but are not limited to federal, state, and local corrections agencies, small businesses, minority-owned businesses, profit and nonprofit organizations, and community-based organizations, including faith-based organizations.

We are pleased to provide this issue of *Training Programs for Juvenile Corrections Professionals*. It describes the training programs, training and development services, and technical assistance available from the National Institute of Corrections (NIC) Academy Division through an interagency agreement with its long-term partner, the Office of Juvenile Justice and Delinquency Prevention (OJJDP).

This is the 15th year OJJDP has entered into an agreement with NIC to provide services. Both organizations strongly believe that juvenile corrections, detention, and probation and parole professionals should have opportunities for high-quality training and training-related services. We hope that the offerings, based on input from the NIC/OJJDP Training Committee, the Juvenile Justice Training Academy Workgroup, and the Fifth National Juvenile Justice Training Needs Assessment Processes, meet your needs.

We have designed our activities to help you meet the continuing juvenile justice challenges you encounter in your career and your organization as well as with your staff and the juvenile offenders you manage.

This service plan is available at NIC's Web site at www.nicic.org. NIC will announce updates to this plan on its Web site throughout the year.

We look forward to your and your agency's participation in the training and training-related activities planned for this year.

Morris L. Thigpen
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# Introduction

# GENERAL INFORMATION

Through an interagency agreement with the Office of Juvenile Justice and Delinquency Prevention (OJJDP), the National Institute of Corrections (NIC) is offering training, training-related services, and technical assistance for professionals in juvenile corrections, detention, and probation and parole for the 15th year. The activities will be coordinated by the NIC Academy Division in Longmont, Colorado.

The current NIC/OJJDP agreement provides for services through May 2006. The NIC Academy Division and OJJDP have worked closely with an appointed Training Committee of juvenile correctional and detention leaders from throughout the nation to identify the training and development priorities of the field. The training programs and services described in this document were chosen based on continuous training needs assessments, including national assessment processes, focus groups, participant evaluations, and Training Committee recommendations. National needs assessment processes were held April to May 2005 to obtain input from practitioners on juvenile justice training and development priorities for the future.

These training programs and training-related services were developed or adapted specifically for juvenile justice practitioners. Each program uses blended-delivery strategies, including Web and e-mail based preprogram work, several days of intensive face-to-face training, and evaluation and impact strategies. During face-to-face sessions, participants take part in small and large group discussions for several days of intensive training, group exercises, and shared experiences. In most cases, participants develop individual action plans or initiate projects they can implement when they return home.

By providing leadership and assistance to the field of adult and juvenile corrections, NIC serves as a catalyst for interaction among correctional agencies, other components of the criminal justice system, public policymakers, and concerned public and private organizations. Through training and related activities, the Academy Division promotes constructive organizational change and full use of resources.

OJJDP is committed to working in partnership with government agencies, professional organizations, community groups, and private citizens to create opportunities and conditions that enable young people to mature into healthy, self-sufficient adults while protecting society from juvenile crime and violence.

Programs undertaken by OJJDP share a common purpose: to have a positive and practical impact on the serious problems affecting youths today. This goal underlies OJJDP's efforts to prevent delinquency; improve the effectiveness of juvenile and family courts, detention, corrections, and reentry/aftercare; provide alternatives for youths at risk of becoming delinquents; reduce the number of school dropouts; prevent child abduction, abuse, and exploitation; and provide appropriate sanctions for serious, violent, and chronic juvenile offenders.

# CONTINUING EDUCATION UNITS

Continuing education units (CEUs) are available through several accredited sponsors at the completion of most NIC training. One CEU is awarded for every 10 hours of training. Interested participants receive applications for CEUs at the end of the program and mail them, along with a fee, to the accredited sponsor. Although CEUs cannot be applied toward academic degrees, they are recognized as evidence of additional training and development, and as an individual's commitment to increasing professional skills.

Training Programs for
Juvenile Corrections
Professionals

# Training Programs for Juvenile Corrections Professionals

# **Leadership and Management**

#### **Training Programs**

OJJDP/Correctional Leadership Development

Executive Training for Newly Appointed Chief Executive Officers of Juvenile Agencies Executive Training for Newly Appointed Juvenile Facility Directors

# 3-Hour Satellite/Internet Broadcasts

Under the Care of the Criminal Justice System: Protecting People With Disabilities Public and Media Relations: Effective Strategies and Techniques

#### **NIC e-Learning**

Leadership in Times of Critical Incidents

Leadership, Learning, and Performance: Establishing the Learning Organization

The Role of the Correctional Leader/Manager

Supervisory Knowledge and Skills To Support Evidence-Based Practices

# **Helping Agencies Build Capacity for Training and Development**

## **Training Programs**

OJJDP/Juvenile Agency Training Coordinators and Directors Training

#### 32-Hour Satellite/Internet Broadcast

Enhancing Learning Success: Effective Training Design and Development

#### 24- to 32-Hour Satellite/Internet Broadcast

Capacity-Building Training for Victim Services

#### 3-Hour Satellite/Internet Broadcast

Offender Employment Specialist Facilitator Training

# **Regional Training Initiative**

# **Juvenile Offender Management**

# **Training Programs**

The Critical Elements of Reentry/Continuing Care Systems Meeting the Needs of Juvenile Female Offenders

#### **NIC** e-Learning

How To Collect and Analyze Data

Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions Workforce Development and Women Offenders

# Addressing Sexual Misconduct in Correctional Settings

The Prison Rape Elimination Act (PREA)

#### 3-Hour Satellite/Internet Broadcast

The Prison Rape Elimination Act (Phase 3)

# Leadership and Management

# TRAINING PROGRAMS

# OJJDP/Correctional Leadership Development

# Who Should Attend

Juvenile justice professionals with senior-level leadership and management responsibility for a state or local juvenile correctional agency, facility, detention center, community corrections/diversion program, or district or regional office who have been identified as leaders of the future by their home agencies. Deputies of these administrators will be considered if recommended by their chief executive officers.

# **Description**

In this 70-hour individual, competency-based leadership development training program, participants focus on their current leadership practices as a means to develop and enhance leadership skills needed in juvenile justice. The program, which uses an interactive, experiential format, is designed as an intensive process to enhance participants' ability to manage current and emerging challenges effectively. Key elements include—

- The Leadership Challenge Model, which focuses on five key leadership practices.
- Assessment of current individual leadership practices and action planning for personal skills development and applications after the program.
- Application of individual leadership practices with individuals and groups.
- Use of online instruments related to leadership practices, including the Myers-Briggs Type Indicator, the Leadership Practices Inventory, and other assessment tools.
- Exposure to and involvement in a training environment that models a learning organization.
- Exploration of the connection between personal wellness, self-assessment and insight, and leadership.

Participants complete e-mail and Web-based assignments prior to the training program, including working with their agencies' chief executive officers to identify trends and issues that challenge the agencies' leadership, as well as completing several online assessments.

# NIC TRAINING CENTER LONGMONT, CO

**Dates:** May 16–26, 2006 **Program:** 06–D101

Applications Due: Jan. 30, 2006

# SEE ALSO ...

NIC Learning Center at www.nicic.org for application forms and instructions.

# **Application Requirements**

Part I: **Applicants** must attach the following to Form A (page 97): a current résumé that clearly describes their responsibilities, including how long they have held their current or other management position and their past professional experience; an organization chart that clearly indicates their role in the agency; and a statement of their need for this program. Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

Part II: After notification of acceptance, participants will be assigned several email and Web-based preprogram activities. Preprogram activities require a working e-mail account and Internet access for online assignments. Note that all preprogram assignments must be completed 2 weeks prior to the applicant's arrival at the training site.

See "NIC/OJJDP Training at the NIC Training Center in Longmont, Colorado" (page 81) for logistical information.

#### Contact

Leslie LeMaster, Academy Division, NIC; toll-free telephone: 800–995–6429, ext. 121; e-mail: llemaster@bop.gov.

# **Executive Training for Newly Appointed Chief Executive Officers of Juvenile Agencies**

# **Program**: 06–D401

Location: Nashville, TN

Dates: Jan. 25-27, 2006

# Who Should Attend

Chief executive officers (CEOs) of juvenile justice agencies who were appointed within the past year.

# **Description**

This 24-hour training program focuses on critical issues facing new juvenile justice agency CEOs. The peer training format uses a series of presentations by and interactions with experienced CEOs in juvenile justice, followed by discussions with participants. Key focus areas may include—

- Adopting effective leadership strategies.
- Analyzing the agency through its mission, goals, and objectives.
- Determining leadership priorities.
- Planning for contingencies.
- Developing and managing fiscal and human resources.
- Leading a changing juvenile correctional organization.

# **Application Requirements**

**Individuals** interested in attending this program should contact Leslie LeMaster (see "Contact," below). See "NIC/OJJDP-Paid Training Beyond Longmont, Colorado" (page 87) for more information.

#### Contact

Leslie LeMaster, Academy Division, NIC; toll-free telephone: 800–995–6429, ext. 121; e-mail: *llemaster@bop.gov*.

#### **PARTNERSHIP SITES\***

Dates: Jan. 9-13, 2006\* Program: 06-D301

Agency Applications Due: Sept. 30, 2005

Dates: Feb. 13-17, 2006\* Program: 06-D302

Agency Applications Due: Oct. 30, 2005

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

# **Executive Training for Newly Appointed Juvenile Facility Directors**

# Who Should Attend

Recently appointed directors or superintendents of state and local juvenile corrections and detention facilities.

# Description

This 36-hour training program targets skills needed to effectively lead a juvenile corrections or detention facility. Focus areas include—

- Roles and Functions of a Facility Director: From Management to Leadership.
- Assessing Your Leadership Style.
- · Leading the Changing Workforce.
- Shaping Your Facility's Vision, Mission, Values, and Culture.
- Dealing Effectively With Your External Environment.
- Leading and Managing Change.
- Developing Well-Being and Growth in Yourself and Others.
- Creation and Presentation of an Individual Development Plan.

During this interactive program, participants explore issues in a peer training format with training team members who have successfully led juvenile corrections and detention facilities. Selected participants will be required to complete preprogram assignments via the Internet and e-mail, as well as to develop a plan to address a facility leadership issue identified prior to the training.

# Application Requirements

**Agencies** (state and local juvenile corrections and detention) interested in hosting this program must submit Form B (page 99). See "NIC/OJJDP Partnership Programs" (page 91) for more information.

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

## Contact

Launa Kowalcyk, Academy Division, NIC; toll-free telephone: 800–995–6429, ext. 168; e-mail: lkowalcyk@bop.gov.

# 3-HOUR SATELLITE/INTERNET BROADCASTS

# Under the Care of the Criminal Justice System: Protecting People With Disabilities

# **Who Should Attend**

Administrators, managers, supervisors, line staff, and other individuals such as medical and mental health professionals, personnel specialists, and legal representatives working in state or local prisons, jails, and community corrections settings including pretrial detention centers and juvenile correctional facilities should attend.

# **Description**

The Americans with Disabilities Act (ADA) is one of 11 Federal Disability Rights Laws protecting the rights of people with disabilities. The ADA prohibits discrimination based on disability in employment (Title I), state and local government activities (Title II), public accommodations (Title III), and telecommunications (Title IV). Titles I through IV address such government activities as architectural standards, health care, social services, public education, transportation, and telecommunications relay services.

This 3-hour satellite/Internet broadcast will explore the various aspects of the ADA and its impact on corrections. Moreover, this broadcast will explore how the field of corrections may work in the best interest of this special population. The objectives of this broadcast are to help participants to—

- Develop an overall understanding of the laws that protect the rights of individuals with disabilities.
- Understand the criminal justice system's responsibilities under the ADA.
- Understand some of the challenges facing people with disabilities and how these challenges may affect their stay while under the care of the criminal justice system.

# **Application Requirements**

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 101). Agencies may also complete a registration form online at <a href="https://www.nicic.org">www.nicic.org</a>. See "NIC Satellite/Internet Broadcasts" (page 59) for additional information.

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

#### Contacts

Program content: Launa Kowalcyk, Academy Division, NIC; toll-free telephone: 800–995–6429, ext. 168; e-mail: *lkowalcyk@bop.gov* 

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

#### 3-HOUR BROADCAST\*

**Date:** Feb. 8, 2006 **Program:** 06–S9001

Applications Due: Feb. 6, 2006

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

# SEE ALSO ...

NIC Learning Center at www.nicic.org for application forms and instructions.

#### 3-HOUR BROADCAST\*

Date: Apr. 26, 2006 Program: 06-S9003

Applications Due: Apr. 24, 2006

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

# SEE ALSO ...

NIC Learning Center at www.nicic.org for application forms and instructions.

# Public and Media Relations: Effective Strategies and Techniques

# Who Should Attend

Correctional administrators, managers, public information officers, and other agency personnel who may need to respond to inquiries from groups outside of corrections. These groups include the media, legislature, and public interest organizations.

# **Description**

An agency's communication plan is as essential to its operations as its emergency preparation. Too often, an agency's first contact with the media is reactionary and after the fact. When the media contacts an agency concerning various situations and circumstances, individuals and agencies often find themselves on the defensive facing a barrage of questions and inquiries.

This 3-hour satellite/Internet broadcast will help agencies build a proactive communication strategy for working in partnership with the media and the public. The objectives of this broadcast are to help participants:

- Understand the role of the media and the "public's right to know."
- Develop strategies and techniques to work effectively and succinctly with the media.
- Develop a comprehensive communication plan.
- Build a working relationship with the media, legislature, and local public interest organizations.

# **Application Requirements**

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 101). Agencies may also complete a registration form online at www.nicic.org. See "NIC Satellite/Internet Broadcasts" (page 59) for additional information.

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

# **Contacts**

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

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

# NIC E-LEARNING

# Leadership in Times of Critical Incidents

# **Audience**

Senior-level leaders and executives from juvenile correctional, detention, community corrections, and reentry/continuing care organizations who are charged with leading in times of critical incidents.

# Description

What will you do when crisis strikes? Are different leadership skills needed in times of crisis? How can we proactively "plan" for crisis before it ever occurs?

In this e-Learning module, explore how a changed leadership perspective, using the Full Range Leadership model, can help proactively anticipate a crisis—both the day-to-day variety and a catastrophic event. Apply the model to your current leadership practices by exploring the following questions through scenario-based practice.

- Do you change leadership style only in times of crisis? What are the precipitating factors?
- Do you view crisis situations as only occasional occurrences? Or is your current style "everything is a crisis"? How effective are you if everything is a crisis?
- What is your current plan should a catastrophic event occur (e.g., natural disaster, work stoppage)? Is it effective?
- What are your plans for day-to-day crises? How can you measure your leadership effectiveness?
- How do you evaluate your current leadership practices? How do you know how effective you are?
- How can you improve the impact and effectiveness of your leadership and your organization?

In this module, you will explore the Full Range Leadership strategy and its applications to planning, responding, and learning from critical incidents, as well the challenges presented by transformational change.

#### SEE ALSO ...

For additional e-Learning courses, see "NIC Learning Center," page 67.

# **Course Objectives**

On completion of this course, you will be able to—

- Explain the difference between transactional and transformational leadership.
- Analyze your own leadership style and modify it using a changed leadership perspective.
- Design policies, procedures, staff training, and documentation for various events using a Critical Incident Management System approach.
- Use the steps of the transformational change process as you plan organizational change.
- Refine your critical incident plan and evaluate your leadership effectiveness using data collected during and after an incident.

# **Expected Duration**

2 hours.

# **Enrollment Eligibility**

Enrollment in the NIC Learning Center is limited to corrections professionals from jails, prisons, and community corrections and juvenile justice agencies whose jobs are categorized as executive management, middle management, firstline supervision, offender programming, or training/staff development.

#### Contact

Leslie LeMaster, Academy Division, NIC: toll-free telephone: 800–995–6429, ext. 121; e-mail: llemaster@bop.gov.

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

# SEE ALSO ...

For additional e-Learning courses, see "NIC Learning Center," page 67.

# Leadership, Learning, and Performance: **Establishing the Learning Organization**



**Audience** 

Managers and other corrections professionals who would like to enhance organization performance by creating and sustaining a learning organization environment.

# **Description**

Organizations, especially correctional organizations, are very complex cultures and systems. The extent to which they can learn will determine their ability to meet future challenges. James Thompson said, "What is important for the organization as a totality is not what it has accomplished, but its fitness for future action." Organizations today must be mindful of the past, work to improve current fitness, and develop a climate based on continuous learning to ensure that they are fit for the future. This course will begin the process of translating theory into methods and tools for correctional managers who want to keep their organizations fit for the future.

This course will focus on the knowledge and strategies available to correctional managers and leaders in assessing their organization and developing strategies that promote, build, and sustain a learning organization. Applying the theories and strategies developed by Senge et al. and Kolb for learning organizations, participants will assess their organization using the Team Learning Wheel, and will develop specific strategies to build their learning organization. Learners will also apply the steps suggested by Kline and Saunders to develop personal strategies to build and sustain a learning organization environment.

# **Course Objectives**

At the conclusion of this course, participants will be able to—

- Describe typical characteristics of a correctional learning organization.
- List five sources of organizational learning based on Kline and Saunders.
- List the four components of a learning organization relating to the Team Learning Wheel.
- Choose and apply five actions that can be implemented by the participant in his/her organization to develop a learning organization environment based on Senge's theory.
- Choose and apply five actions that can be implemented by the participant in his/her organization to develop a learning organization environment based on Goldsmith, Morgan, and Ogg's steps and theory for maintaining a learning organization.

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

# **Expected Duration**

2 hours.

# **Enrollment Eligibility**

The program is designed as a supplement to the NIC Management Development for the Future program or as a stand-alone e-Learning module.

Enrollment is open to correctional practitioners who have been selected by their organization to participate in a Management Development for the Future program.

## Contact

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

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

# The Role of the Correctional Leader/Manager



# **Audience**

Correctional middle managers from all corrections disciplines who manage the functions and operations of a particular work unit within their agency.

# **Description**

Senior-level leaders and managers are retiring from the correctional workforce at an alarming rate, leaving a large vacuum in the management and leadership bench strength of correctional agencies. New generations of correctional practitioners are entering the workforce, bringing with them a variety of beliefs, attitudes, and values with which managers must be able to work. Management and leadership roles of the past must now be reexamined for applicability today and in the future.

This course analyzes the distinction between the concepts of management and leadership, with particular focus on political, economic, social, and technological changes that are occurring with increasing velocity. Students will brainstorm and come to consensus on leader/manager roles needed today and in the future. They will also use the "archeological dig" protocol to decide what they would keep, discard, and create within their organizations if positioned to make such changes.

# **Course Objectives**

At the conclusion of this course, participants will be able to—

- Describe the primary differences between a correctional manager and a correctional leader.
- Discuss and identify the roles that an effective manager/leader performs in the correctional environment today.
- Create a list of roles that correctional managers/leaders will perform in 2015.
- Assuming they are in a position to effect these changes—
  - List what they would keep in their organization.
  - Describe what they would *discard* in their organization.
  - Explain what they would *create* in their organization.

# **Expected Duration**

2 hours.

# **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

#### Contact

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

# Supervisory Knowledge and Skills To Support **Evidence-Based Practices**



#### Audience

First-line supervisors who are responsible for line staff or line officers whose daily responsibilities require direct interaction with offenders.

# Description

First-line supervisors are key players in implementing the changes required of organizations that are committed to evidence-based service delivery. The firstline supervisor must perform supervisory duties in support of the new roles for line staff as they affect offender behavior, both in the institution and the community. Often, these new roles for line staff and line officers are not clearly defined, which results in unclear expectations for job performance. The role of the firstline supervisor is crucial to helping staff make this adjustment in their approach to offender supervision and includes the use of dynamic risk assessments, offender case management techniques, linkage to appropriate interventions, and quality assurance strategies.

# **Course Objectives**

At the conclusion of this course, participants will be able to—

- Demonstrate a working knowledge of evidence-based principles.
- Incorporate evidence-based practices, organizational development, and collaborative strategies for supervising offenders in the institution and the community.
- Link the attributes and skills that line staff need to perform new duties to recruitment, selection, and retention procedures.
- Manage staffing issues by providing motivation, coaching, and instruction in problem solving.
- Identify partnerships and develop and maintain relationships that support internal and external collaborative efforts.
- · Conduct performance measurements to monitor and assess service delivery.

# **Expected Duration**

12 hours.

E-Learning modules: Each of the six modules is a 2-hour stand-alone lesson that focuses on one of the following topics:

- Overview of evidence-based practices.
- Components of an evidence-based practice model.
- Staff training and retraining, including motivating, coaching, and problem solving.
- Collaborative strategies.
- Monitoring, assessment, and performance measures.
- Making or leading the change to evidence-based practices.

# **Enrollment Eligibility**

Enrollment is limited to first-line supervisors who are responsible for either line staff or line officers whose daily responsibilities require direct interaction with offenders and whose agencies have made a commitment to implement evidencebased practices.

# Contact

Carla J. Smalls, Community Corrections/Prisons Division, NIC; toll-free telephone: 800-995-6423, ext. 43066, or 202-514-3066; e-mail: cjsmalls@bop.gov.

# Helping Agencies Build Capacity for Training and Development

# TRAINING PROGRAMS

# NIC TRAINING CENTER LONGMONT, CO

**Dates:** Mar. 12–17, 2006 **Program:** 06–D801

Applications Due: Nov. 20, 2005

# OJJDP/Juvenile Agency Training Coordinators and Directors Training

# Who Should Attend

Training directors or coordinators from juvenile corrections, detention, or probation and parole agencies and facilities who serve in that capacity on a full- or part-time basis. Priority consideration will be given to applicants who are relatively new to their positions.

# **Description**

Using experiential processes, participants in this 36-hour training program explore the knowledge and skills needed to effectively serve as their agency's or facility's training coordinator or director.

Key focus areas include—

- The role of the training manager, coordinator, or director.
- Planning and organizing a training and development system to strategically support the agency's or facility's mission and vision.
- Managing a training and development budget.
- Creating training policy and procedures customized to the agency.
- Implementing the agency's training system.
- Marketing the agency's training system.
- Developing and implementing the agency's annual training plan.
- Developing and delivering effective learner-centered training programs based on the performance needs of juvenile justice employees.
- · Alternatives to classroom training.
- Assessing the impact of training on the agency or facility.
- Developing training staff members.
- Developing and assessing curriculums.
- Training documentation systems.

- Evaluation of training.
- Developing an individual action plan project.

E-mail/Internet-based prework assignments, work outside of the sessions, and followup tasks will be required.

# **Application Requirements**

Applicants must attach the following to Form A (page 97): a statement indicating they are currently serving as the agency or facility training coordinator or director or will soon assume that role and a current agency or facility organization chart clearly showing their current position. Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

See "NIC/OJJDP Training at the NIC Training Center in Longmont, Colorado" (page 81) for logistical information.

# Contact

Launa Kowalcyk, Academy Division, NIC; toll-free telephone: 800–995–6429, ext. 168; e-mail: lkowalcyk@bop.gov.

# SEE ALSO ...

NIC Learning Center at www.nicic.org for application forms and instructions.

# 32-HOUR SATELLITE/INTERNET BROADCAST

#### 32-HOUR BROADCAST\*

Site Coordinator/Small Group Facilitator Training

**Dates:** May 17–18, 2006 **Program:** 06–S8001

Applications Due: May 15, 2006

Training Program

Dates: Aug. 21–24, 2006

Program: 06–S8002

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

# **Enhancing Learning Success: Effective Training Design and Development**

#### Who Should Attend

Correctional staff who design lesson plans as a full-time, part-time, or periodic duty. Previous training as a trainer or experience in correctional training is beneficial but not required for participation in this program.

# **Description**

This 32-hour training program provides participants with the knowledge and skills needed to design a formal lesson plan; moreover, a lesson plan that will effectively deliver the training topic. Adult learning theory and the principles of the Instructional Theory Into Practice Model are supported during this training program. This program stresses analyzing problems before training is designed, developing effective performance objectives that will target outcomes beyond the learning environment, applying instructional strategies that address learning style preferences, and increasing trainee involvement in the learning.

This 32-hour program will also cover designing an impact assessment strategy to measure the immediate, intermediate, and ultimate impact of the training. Each participant applies this knowledge by designing a lesson plan as part of this program. To accomplish this, each participant must bring a training topic, actually needed by the agency, upon which to design a 4- to 8-hour lesson plan during the program.

# **Application Requirements**

Agencies interested in hosting this satellite/Internet training must submit Form D (page 103). Agencies may also complete a registration form online at *www.nicic.org*. See "NIC Satellite/Internet Broadcasts" (page 59) for additional information.

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

#### **Contacts**

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

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

# 24- TO 32-HOUR SATELLITE/INTERNET BROADCAST

# **Capacity-Building Training for Victim Services**

#### Who Should Attend

Trainers and victim services staff working in prisons, jails, and community corrections.

# **Description**

This satellite/Internet training program will assist correctional agencies in building and broadening their capacity to provide victim services to meet the needs of crime victims and survivors. The training is designed to assist local and state agencies with the creation or enhancement of quality victim services.

The intended outcome of this training is to empower agencies to take a leadership role in the development and delivery of victim services training to meet their specific system requirements. This training will be supplemented with resource materials that states, jurisdictions, and agencies may use in the development and management of victim services training.

# **Application Requirements**

**Agencies** interested in participating in this satellite/Internet training must submit Form D (page 103). Agencies may also complete a registration form online at *www.nicic.org*. See "NIC Satellite/Internet Broadcasts" (page 59) for additional information.

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

## **Contacts**

Program content: Carla J. Smalls, Community Corrections/Prisons Division, NIC; toll-free telephone: 800–995–6423, ext. 43066, or 202–514–3066; e-mail: *cjsmalls@bop.gov*.

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

#### 24- TO 32-HOUR BROADCAST\*

**Site Coordinator/Facilitator Training** 

**Dates:** June 14–15, 2006 **Program:** 06–S8003

Applications Due: June 9, 2006

Training Program

Dates: Sept. 11–15, 2006

Program: 06–S8004

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

# 3-HOUR SATELLITE/INTERNET BROADCAST

#### 3-HOUR BROADCAST\*

Date: Mar. 22, 2006 Program: 06-S9002

Applications Due: Mar. 20, 2006

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

# Offender Employment Specialist Facilitator Training

# Who Should Attend

Individuals working or volunteering in prisons, jails, community corrections, community and faith-based organizations, U.S. Department of Labor One-Stops, and other governmental organizations such as Health and Human Services who would like to learn how to facilitate NIC's 24-hour Offender Employment Specialist training are encouraged to attend.

# Description

During this 3-hour satellite/Internet broadcast, NIC's Offender Workforce Development Division will share information on how to facilitate Offender Employment Specialist training, which includes the following topics:

- Improving Employment Outcomes Through Collaboration.
- Addressing Pre-Employment and Job Readiness.
- Conducting an Effective Job Search.
- Utilizing Effective Assessment Tools.
- Developing Interventions.
- Connecting With Employers for Job Development.
- Making Good Job Matches.
- Implementing Effective Strategies.

Topics that will be covered include the use of the DVD curriculum, the accompanying Reader's Guide, and all classroom activities. Additional discussion will focus on how to recruit community partners and participants for the 24-hour training.

# Application Requirements

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 101). See "NIC Satellite/Internet Broadcasts" (page 59) for additional information. Agencies may also complete a registration form online at www.nicic.org.

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

# **Contacts**

Program content: Francina C. Carter, Offender Workforce Development Division; toll-free telephone: 800–995–6423, ext. 40117; e-mail: fccarter@bop.gov.

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

# REGIONAL TRAINING INITIATIVE

For applications and information on the Regional Training Initiative, visit the NIC Web site: www.nicic.org. Follow the link from Training Services to the Regional Training Initiative.

NIC's Regional Training Initiative (formerly known as Regionalization) functions as a national network, coordinated through four regions, that enables NIC to support correctional training nationwide. Through its regional focus, NIC supports the delivery of corrections-related training and the development of training resources at minimal cost to local and state governments. It is made possible by volunteer trainers in each region and the generous support of the volunteers' agencies and other participating groups. The Regional Training Initiative is coordinated by the NIC Academy Division.

# Who Should Apply To Be a Regional Field Coordinator

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

# Description

Volunteer trainers, or regional field coordinators (RFCs), expand NIC's capacity to deliver quality correctional training and assist in the development of trainingrelated products at the local, state, and federal levels. The Regional Training Initiative is nontraditional in that it brings together RFCs from state, local, and federal agencies and from the disciplines of community corrections, jails, prisons, and juvenile justice.

With NIC support, RFC teams in each of four regions develop and implement a yearly strategic plan to address the region's specific, unique correctional training needs. The 40 RFCs—10 from each region—share training programs, resources, and ideas within their region and with their RFC counterparts around the country. RFCs typically serve in this capacity for up to 3 years.

The goals of the Regional Training Initiative are to—

- Provide opportunities for more correctional staff to participate in quality training programs and access customized training resources.
- Provide relevant training based on regional needs and interests.
- Promote the sharing of information, training, and other resources among juvenile and adult disciplines in local, state, and federal correctional agencies.
- Increase the dissemination and use of correctional curriculum packages and training technologies developed by agencies throughout the country.
- Maximize the use of federal funding available for correctional training for local, state, and federal prisons, jails, community corrections, and juvenile justice agencies.

Regional field coordinators are selected through an annual application process that includes endorsement by their chief executive officers to ensure that they have agency support to carry out their RFC duties. NIC's Academy Division accepts applications for RFCs on a year-round basis.

A list of the current regional field coordinators appears below.

The **Central Region** of the NIC Academy Division Regional Training Initiative serves local, state, and federal adult and juvenile correctional agencies in Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.

Coordinator: Launa Kowalcyk; 800–995–6429, ext. 168; e-mail: lkowalcyk@bop.gov.

Alumni Coordinator: Sgt. Brian Fink, Training Supervisor Will County Sheriff's Department 95 South Chicago Street Joliet, IL 60431 815-740-5575 815-740-5565 (fax) bfink@willcosheriff.org

David Adams, Detention Captain Olmsted County Sheriff's Office 101 Fourth Street SE Rochester, MN 55904 507-285-8304; 507-287-1349 adams.david@co.olmsted.mn.us

Year(s) served: 2004–05, 2nd year; jails

Peggy Bryan, Senior Case Manager Johnson County Department of Corrections Residential Center 105 Roeland Park Drive New Century, KS 66031 913-829-0800, ext. 56352 peggy.bryan@jocogov.org

Year(s) served: 2005, 1st year; community corrections

James E. Criss, Sergeant Milwaukee County Sheriff's Office 821 West State Street Milwaukee, WI 53233 414-525-5706 414-525-5799 (fax) jecec@aol.com

Year(s) served: 2003–05, 3rd year; jails

Jerry G. Hoffman, Training Administrator Missouri Department of Corrections 4525 Downs Drive (PS203) St. Joseph, MO 64507 816–271–3118 816–271–3119 (fax) jerry.hoffman@doc.mo.gov Year(s) served: 2005, 1st year; prisons

Bruce Kramer, Training Specialist I Nebraska Department of Correctional Services P.O. Box 94661 Lincoln, NE 68509 402–471–1781 402–471–1787 (fax) bkramer@dcs.state.ne.us

Peter H. Norris, Training Specialist South Dakota State Penitentiary 1600 North Drive Sioux Falls, SD 57104 605–367–5023 605–367–5066 (fax) pete.norris@state.sd.us

Year(s) served: 2003–05, 3rd year; prisons

Year(s) served: 2005, 1st year; prisons

LuAnn Smith, Community Treatment Coordinator Iowa Department of Correctional Services 66 Gruber Street

Des Moines, IA 50315
515–242–6931
515–242–6672 (fax)

luann.smith@doc.state.ia.us

Year(s) served: 2004–05, 2nd year; community corrections

The **Northeast Region** of the NIC Academy Division Regional Training Initiative serves local, state, and federal adult and juvenile correctional agencies in Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, and West Virginia.

**Coordinator:** Mike Dooley; 800–995–6429, ext. 132; e-mail: *mdooley@bop.gov*.

Karen Birch, Probation Officer/President New York State Probation Officers Association P.O. Box 1202 Carmel, NY 10512 845-225-0304 karen.birch@putnamcountyny.com

Year(s) served: 2005, 1st year; community corrections

Larry S. Fischer 3520 Vestal Road Vestal, NY 13850 607-770-0170; 607-778-6439 607-778-1942 (fax) lfischer@stny.rr.com Year(s) served: 2004-05, 2nd year

Josephine T. Glazier, Parole Officer New York State Division of Parole 97 Central Avenue Albany, NY 12206 518-473-9666 518-486-5960 (fax) jglazier@parole.state.ny.us

Year(s) served: 2003–05, 3rd year; community corrections

Robyn Griffin, Training Director Allegheny County Jail 950 Second Avenue Pittsburgh, PA 15219 412-350-2287 412-350-2245 (fax) Rgriffin@county.allegheny.pa.us Year(s) served: 2005, 1st year; jails

Tim Hill, Training Coordinator Broome County Sheriff's Office 155 Lt. Van Winkle Drive Binghamton, NY 13905 607-778-2144 607–778–6068 (fax) thill@co.broome.ny.us

Year(s) served: 2005, 1st year; jails

Kathleen Mickle-Askin, Training Administrator II Delaware Department of Correction Employee Development Center 245 McKee Road Dover, DE 19901 302–739–5601 302–739–5751 (fax) Year(s) served: 2004–05, 2nd year; prisons

Randy Perdue, Director of Training West Virginia Department of Corrections WVCA–WVUIT Maclin Hall Montgomery, WV 25136 304–442–3738 304–442–3754 (fax)

rperdue1@mail.wvnet.edu
Year(s) served: 2005, 1st year; prisons

Heidi Pihl-Buckley, Training Manager Massachusetts Department of Youth Services P.O. Box 1206 Westboro, MA 01581 978–514–6737 heidi.pihl-buckley@state.ma.us Year(s) served: 2003–05, 3rd year; juvenile

Gerri Riley, Regional Training Manager Massachusetts Department of Correction P.O. Box 1486 Shirley, MA 01464 978–514–6708 978–514–6705 (fax) *Griley@doc.state.ma.us* Year(s) served: 2005, 1st year; prisons

William V. Wheeler, Director of Training
New Hampshire Department of Corrections
P.O. Box 1806
Concord, NH 03301–1806
603–271–0413; 603–271–7350
wwheeler@nhdoc.state.nh.us
Year(s) served: 2003–05, 3rd year; community corrections

The **Southern Region** of the NIC Academy Division Regional Training Initiative serves local, state, and federal adult and juvenile correctional agencies in Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, Puerto Rico, South Carolina, Tennessee, Texas, and the Virgin Islands.

Coordinator: Leslie LeMaster; 800–995–6429, ext. 121; e-mail:

llemaster@bop.gov.

Alumni Coordinator: Bill O'Connell

167 Pontiac Street

Denver, CO 80220-1625

303-344-1904

303-344-1904 (fax)

303-588-0730 (cell)

billoconnell@comcast.net

Peggy Bailey, Coordinator Staff Development and Training

Shelby County Sheriff's Office

201 Poplar Avenue

Memphis, TN 38103

901-545-2638

901-545-2696 (fax)

baileyp@shelby-sheriff.org

Year(s) served: 2005, 1st year; jails

Lynn M. Claxton, Program Manager

Tennessee Correction Academy

P.O. Box 1510

Tullahoma, TN 37398

931-461-7689

931-461-7757 (fax)

Lynn.H.Claxton@state.tn.us

Year(s) served: 2005, 1st year; community corrections

Kim G. Davis-Gore, Staff Development Specialist III

North Carolina Department of Juvenile Justice and Delinquency Prevention

111 Seaboard Avenue

Raleigh, NC 27604

919-715-8166, ext. 202; 919-575-3066

919-715-8183 (fax)

kim.davis-gore@ncmail.net

Year(s) served: 2002–05, 4th year; juvenile

Robert Dibble, Academy Training Administrator Employee Training and Development Center Oklahoma Department of Corrections OSU Campus, Scott Hall, Room 329 P.O. Box 39 Stillwater, OK 74076 405–744–1219 405–744–8735 (fax) robert.dibble@doc.state.ok.us

Year(s) served: 2003–05, 3rd year; prisons Robert J. (Rob) Reardon, Director of Corrections

Lafayette Parish Sheriff's Office
316 West Main Street
Lafayette, LA 70502
337–236–5488
337–236–3966 (fax)
rob.reardon@lafayettesheriff.com
Year(s) served: 2005, 1st year; jails

Barbara Weber, Corrections Training Coordinator Sergeant Jacksonville Sheriff's Office 500 East Adams Street Jacksonville, FL 32202 904–630–7181 904–630–7550 (fax) 6408bjw@jaxsheriff.com Year(s) served: 2005, 1st year; jails

Carey Welebob, Director of Training and Staff Development Texas Department of Criminal Justice
Community Justice Assistance Division
4616 West Howard Lane, Suite 200
Austin, TX 78728
512–671–2467
512–671–2402 (fax)
carey.welebob@tdcj.state.tx.us
Year(s) served: 2005, 1st year; community corrections

Cynthia Williams, Training Supervisor
Community Supervision and Corrections Department
200 West Belknap
Ft. Worth, TX 76196–0255
817–884–2774; 817–884–1862
cgwilliams@tarrant county.com
Year(s) served: 2003–05, 3rd year; community corrections

Wendy D. Williams, Director of Training Alabama Department of Corrections 351 Avenue C Selma, Alabama 36701 334-872-6228 334–874–6046 (fax) wwilliams@doc.state.al.us

Year(s) served: 2004–05, 2nd year; prisons

The **Western Region** of the NIC Academy Division Regional Training Initiative serves local, state, and federal adult and juvenile correctional agencies in Alaska, Arizona, California, Colorado, Guam, Hawaii, Idaho, Mariana Islands, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

Coordinator: John Eggers; 800–995–6429, ext. 152; e-mail: jeggers@bop.gov.

Mary Ann Aldrich, Basic Training Supervisor Colorado Department of Corrections 2945 U.S. Highway 50 East Canon City, CO 81212 719-269-4422 719–269–4417 (fax) maryann.aldrich@doc.state.co.us

Year(s) served: 2003–05, 3rd year; prisons

Year(s) served: 2005, 1st year; juvenile

David L. Dusschee, Training and Development Specialist II Oregon Juvenile Justice Training Academy 2630 North Pacific Highway Woodburn, OR 97071 503-981-2551 503–982–4463 (fax) David.Dusschee@oya.state.or.us

April M. Flower, Regional Performance Manager Washington Department of Corrections 1717 West Broadway Spokane, WA 99201 509-363-2789 609-568-3119 (fax) amflower@doc1.wa.gov

Year(s) served: 2003–05, 3rd year; prisons and community corrections

Amy T. Le, Administrative Sergeant 180 West Hedding Street San Jose, CA 95110 408–299–3337, ext. 1378 408–971–3358 (fax) amy.le@doc.sccgov.org
Year(s) served: 2004–05, 2nd year; jails

Peter M. Nelson, Human Resource Specialist/Training and Development Manager
Utah Department of Corrections
14717 Minuteman Drive
Draper, UT 84020
801–495–6605
801–545–5933 (fax)
petenelson@utah.gov

Year(s) served: 2003–05, 3rd year; prisons

Christina Williams, Detention Supervisor Santa Ana Police Department 60 Civic Center Plaza M–97 Santa Ana, CA 92702 714–245–8053 714–245–8097 (fax) chwilliams@ci.santa-ana.ca.us Year(s) served: 2003–05, 3rd year; jails

For applications and information on the Regional Training Initiative, visit the NIC Web site: *www.nicic.org*. Follow the link from Training Services to the Regional Training Initiative.

### **Application Requirements**

**Individuals** interested in becoming part of the national network of RFCs must submit Form E, Application for Regional Field Coordinator (page 105), which is also available on the NIC Web site (*www.nicic.org*).

Information about Regional Training Initiative activities and resources are posted to NIC's Web site under the Training Services, Regional Training links. Events will also be announced through fliers, listserv postings, and other means.

**Agencies** are responsible for travel and per diem costs associated with their trainers attending Regional Training Initiative events. A list of current RFCs can be obtained from the Web site at the Regional Training link or by contacting the Academy Division.

#### **Contact**

Leslie LeMaster, Academy Division, NIC; toll-free telephone: 800–995–6429, ext. 121; e-mail: llemaster@bop.gov.



# Juvenile Offender Management

### TRAINING PROGRAMS

# NIC TRAINING CENTER LONGMONT, CO

**Dates:** Apr. 2–7, 2006 **Program:** 06–D1501

Applications Due: Dec. 1, 2005

# The Critical Elements of Reentry/Continuing Care Systems



#### Who Should Attend

Three- to five-person multidisciplinary teams that should include a juvenile correctional administrator, a juvenile detention and/or community corrections manager or administrator with responsibility for reentry/continuing care services, an education services administrator or manager, a representative of an organization that provides community-based reentry/continuing care services, and other members depending on the organization of the jurisdiction. All team members must have the authority to direct resources, effect change, and manage the implementation and evaluation of reentry/continuing care systems within the jurisdiction.

### **Description**

Participants use interactive, experiential activities to explore the principles, elements, and strategies for implementing successful reentry/continuing care systems for juveniles. The latest research and evaluation data on best, promising, and evidence-based practices integral to juvenile reentry/continuing care systems are showcased. Using a three-phase process to plan, create, and evaluate reentry/continuing care systems, participant teams plan ways to help juvenile offenders from their jurisdictions successfully transition from institutional settings back into the community. Key focus areas include—

- Application of the three-phase reentry/continuing care process and its recommended best, promising, and evidence-based practices at each phase as a lens to assess current jurisdictional team reentry/continuing care practices/systems.
- A site visit to a juvenile residential facility and assessment of the three-phase process in practice.
- Assessment of the impact of systems-of-care issues in reentry/continuing care systems development and evaluation, including the following:
  - Developing community partnerships.
  - Creating opportunities for community services to exist within institutions/facilities.
  - Incorporating broad-based culturally specific services.
  - Supporting the primary role of family/significant others.

- Proposing strategies to recruit, train, and retain a diverse, representative workforce.
- Planning for and implementing effective evaluation of reentry/continuing care systems.
- Creation and presentation of a jurisdictional team plan of action based on the team's assessment of current jurisdictional practice to implement and improve their jurisdiction's reentry/continuing care systems, including evaluation techniques.

#### **Team Application Requirements**

Each team member must complete an NIC Form A (page 97); only one supplementary statement for the team is required. NIC Form A, "Application for Individuals for NIC/OJJDP Training," is also available at http://nicic.org/ Downloads/PDF/TrainingForms/FormA-J04.pdf.

This statement must describe (1) each team member's current position and primary reentry/continuing care responsibilities, (2) the scope of the jurisdiction's reentry/continuing care systems currently in place, (3) how this program will benefit each team member and the member's agency in relationship to the role they play in the jurisdiction's reentry/continuing care system, and (4) the anticipated role of each team member in implementing, improving, and evaluating the jurisdiction's enhanced reentry/continuing care system.

Past participant teams in "The Critical Elements of Reentry/Aftercare Services" are not eligible for this training program.

Applicants may also complete an application form online at www.nicic.org. Whether applying online or by Form A, the supplemental information *must* be provided.

Please note: There is a two-phase team application and selection process for this training program.

**Phase One:** Promising team applications are selected for further consideration. These teams will be guided through a Team and Agency Readiness protocol, including a team audio-conference called by a Training Program Coordinator/ Faculty Member, as well as other team readiness activities.

**Phase Two:** Teams selected to participate in the training program will receive notification of their selection. Several team and individual e-mail and Internetbased preprogram assignments are required for the training program.

Please note: E-mail and Internet-based preprogram work is required.

See "NIC/OJJDP Training at the NIC Training Center in Longmont, Colorado" (page 81) for logistical information.

#### Contact

Launa Kowalcyk, Academy Division, NIC; toll-free telephone: 800–995–6429, ext. 168; e-mail: lkowalcyk@bop.gov.

#### SEE ALSO ...

NIC Learning Center at www.nicic.org for application forms and instructions.

#### **PARTNERSHIP SITES\***

Dates: Dec. 5-9, 2005 Program: 06-D1001

Agency Applications Due: Sept. 15, 2005

Dates: Mar. 27-31, 2006 Program: 06-D1002

Agency Applications Due: Dec. 15, 2005

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

# Meeting the Needs of Juvenile Female Offenders

#### Who Should Attend

Individual juvenile corrections, detentions, or community corrections senior managers who develop or operate programs for girls or who train and supervise others who work directly with girls. Others may be considered, depending on the organization of the jurisdiction. (Past participants in NIC/OJJDP's Services and Programs for Juvenile Female Offenders are not eligible.)

### Description

The juvenile justice arena recognizes that juvenile female offenders have unique needs and require programs and services that are differentiated from those offered to male juvenile offenders in the same system. Designed to help juvenile justice agencies evaluate and respond to the needs of juvenile female offenders in their specific service delivery areas, this training program outlines a framework for translating expressed needs and profiles into appropriate programs and services.

This intensive skills development training program includes e-mail and onlinebased preprogram reading and assignments. Practical application experience during the training will build on the preprogram work. Participants are requested to bring current statistical profiles of girls in their service delivery area, programming components, and policies and procedures for guided analysis during the program.

During the training, participants will acquire skills to—

- Analyze the evolution of the juvenile justice system's response to meet the needs of juvenile female offenders through a female-responsive lens.
- Analyze their own juvenile justice system and service delivery area through a female-responsive lens to effect systemic change.
- Integrate female-responsive concepts and practices into existing programs and operations to develop or improve programs or services that are appropriate for juvenile female offenders.
- Analyze and create a systemic female-responsive project plan customized to their service delivery area.
- Develop and implement a systemic project plan that is responsive to the needs of juvenile female offenders in their service delivery area.

Specific content areas include using a female-responsive lens for assessing needs in specific service delivery areas, creating a female-responsive environment, addressing juvenile female risk factors in various settings, addressing staffing

issues, finding and evaluating resources, and providing a framework for addressing major risk factors through programming.

Please note: Internet and e-mail based preprogram work is required.

### **Application Requirements**

Agencies (state and local juvenile corrections and detention) interested in hosting this program must submit Form B (page 99). See "NIC/OJJDP Partnership Programs" (page 91) for more information.

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

#### Contact

Launa Kowalcyk, Academy Division, NIC; toll-free telephone: 800-995-6429, ext. 168; e-mail: lkowalcyk@bop.gov.

### NIC E-LEARNING

# How To Collect and Analyze Data



#### **Audience**

Sheriffs, local directors of corrections, correctional middle managers, and new criminal justice data analysts from jails who are responsible for the development of jail budgets or inmate population statistics. This e-Learning course may also be of interest to public officials and governmental staff who have budget authority or responsibility for the jail budget and new jail planning.

### Description

This e-Learning program addresses both ongoing and special issue data collections in local jails in addition to jail policies, practices, and problems. It was designed for individuals working in a policymaking capacity, middle managers, and supervisors in corrections. The concepts and content contained in this program are applicable to community corrections facilities, juvenile detention facilities, and other institutions in addition to individuals who may not work at a jail but who are involved in the collection and analysis of jail data.

Individuals involved in in-house data collection or who have crime analysts or statisticians on staff will find that many of the items covered in this program are familiar. This program was not intended for criminal justice policy analysts or planners who regularly work with statistics, information systems, or techniques such as systems analysis. However, because of its focus on the issues facing jail administrators, it may be a useful resource for policy analysts or statisticians new to the criminal justice arena.

This program is an opportunity to become an informed consumer of statistics. The program provides a basic explanation of common descriptive statistics in understandable language, not statistical jargon. It will not teach you how to design the most up-to-date computerized management information system, but it will help you identify the elements that should be included in such a system and will provide some help in getting started. It will not make you a criminal justice policy analyst, but it will give you the opportunity to analyze some real data and show how that information can be used in policy decisionmaking in other criminal justice systems.

### **Course Objectives**

At the conclusion of this course, participants will be able to—

- Identify reasons why sheriffs and jail administrators should collect data.
- More easily understand statistics and data collection procedures.

- Collect data in the simplest, easiest, most efficient way possible.
- Practice analytical skills.
- Display the information collected clearly and effectively so that county officials, other agencies, and the public can understand it and draw valid conclusions.

### **Expected Duration**

2 hours.

### **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development, and others as identified under "Audience."

#### Contact

Vicci Persons, Jails Division, NIC; toll-free telephone: 800–995–6429, ext. 166; e-mail: vpersons@bop.gov.

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

#### SEE ALSO ...

For additional e-Learning courses, see "NIC Learning Center," page 67.

# **Emergency Preparedness and Counterterrorism** Strategies for Correctional Institutions

#### **Audience**

First-line supervisors, managers, and administrators in state, county, and municipal correctional institutions.

#### Description

This course is designed to provide supervisors and managers in correctional institutions, departments, or facilities with methods, concepts, and procedures that will enable them to evaluate their degree of readiness and preparation for a large-scale crisis or emergency. This course will also focus on a closely related but separate area: counterterrorism strategies for prisons and jails. The course will provide specific guidelines and checklists that a supervisor or manager can employ to evaluate either general emergency readiness or specific issues relating to counterterrorism strategies. This course will cover preparedness, prevention, and response issues related to both emergencies and counterterrorism.

### Course Objectives

At the conclusion of this course, participants will be able to—

- Describe nationally accepted procedures and concepts in emergency preparedness.
- Demonstrate a working knowledge of emergency preparedness and emergency response.
- Evaluate institutional and departmental readiness for large-scale crises.
- Identify the key components of an emergency preparedness plan.
- Compare and contrast major types of threats posed by terrorists to jails and prisons.
- Identify warning signs of terrorist activity in jails and prisons.
- Design counterterrorism measures appropriate for jails and prisons.
- Analyze institutional or departmental preparedness for terrorist threats or activity.
- Identify resources, training, policies, and procedures necessary to respond effectively to terrorist threats or activity.

#### **Expected Duration**

2 hours.

#### **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

#### **Contacts**

Randy Corcoran, Community Corrections/Prisons Division, NIC; toll-free telephone: 800-995-6423, ext. 40058, or 202-514-0058; e-mail: tcorcoran@bop.gov.

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

# Workforce Development and Women Offenders

#### **Audience**

Individuals working or volunteering in prisons, jails, community corrections, community and faith-based organizations, U.S. Department of Labor One-Stops, and other governmental organizations such as Health and Human Services who are interested in workforce development issues specific to women offenders.

**Description** 

Women offenders face the same barriers as men when attempting to make the transition from incarceration to life and employment on the outside. However, they face some additional barriers as well, often including primary parenting responsibilities, the need for acceptable childcare services, and a lack of support through the transition period from incarceration to community release. Women offenders often have very limited knowledge and unrealistic expectations about the world of work, and are often unaware of the employment options they have.

This course encourages the participant to—

 Acknowledge the common characteristics of women offenders while understanding that each woman is different and presents different needs, strengths, and barriers.

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

- Recognize that working with women may require different professional facilitation skills and learn to apply these skills with women offenders.
- · Implement an individualized approach, through assessment and action planning, with each woman offender after gaining a thorough knowledge of her as a person and her situation relative to obtaining and sustaining employment.

### **Course Objectives**

At the conclusion of this course, participants will be able to—

- Describe typical characteristics of women offenders.
- Describe external barriers faced by women offenders.
- Describe how these characteristics and barriers affect the employability of women offenders.
- State several general principles about the facilitation skills that are successful with women.
- Identify good facilitation skills when they observe them.
- Apply good facilitation skills to their work with women offenders.
- Identify three different purposes for assessment of women offenders.
- Identify tools and techniques related to each of those purposes.
- Apply these tools and techniques to develop an action plan for a woman offender.
- Describe ways in which the career development of women differs from that of men.
- List the primary sources of information that offenders need in order to engage in career planning.
- Use these resources with ex-offenders to develop action plans.
- List and describe successful interventions with women offenders.
- Identify specialized resources for use with women offenders.

#### **Expected Duration**

2-3 hours.

### **Enrollment Eligibility**

This curriculum is designed as a supplement to the Offender Workforce Development Specialist training, or as a stand-alone e-Learning module. Enrollment is open to practitioners working or volunteering in prisons, jails, community corrections, community and faith-based organizations, U.S. Department of Labor One-Stops, and other governmental organizations such as Health and Human Services whose jobs provide employment or support services directly or indirectly to people with criminal records.

#### Contact

Francina C. Carter, Offender Workforce Development Division, NIC; toll-free telephone: 800–995–6423, ext. 40117; e-mail: fccarter@bop.gov.

# Addressing Sexual Misconduct in Correctional Settings

# THE PRISON RAPE ELIMINATION ACT (PREA)

PREA broadly defines prison as "any confinement facility of federal, state, or local government whether administered by such government or by a private organization on behalf of such government, and includes any local jail or police lockup and any juvenile facility used for the custody or care of juvenile inmates."

On September 4, 2003, President Bush signed the Prison Rape Elimination Act (PREA) of 2003 into law. Under Section 5 of PREA (Public Law 108–79), NIC was mandated to provide a national clearinghouse, training and education, and an annual report to Congress and the Secretary of Health and Human Services summarizing the activities of the U.S. Department of Justice. NIC has undertaken a systematic approach to these mandates based on its success with, and using a similar approach to, its Staff Sexual Misconduct Initiative.

Technical assistance, training, and information regarding the elements that drove the passage of PREA are integral parts of NIC's systematic approach to addressing the issues of sexual contacts in correctional settings. These settings include institutions (prisons and jails) and community corrections. The effect that sexual contact between offenders, and between offenders and correctional staff, may have on community safety is also considered.

#### Available Resources and Publications

The following resources and publications are available on the NIC Web site (www.nicic.org) or by calling the NIC Information Center at toll-free telephone 800-877-1461.

- "Assessing Your Agency's Response to Prison Sexual Assault," 6-hour satellite/Internet broadcast held on January 26 and January 27, 2005 (DVD).
- "A Town Hall Meeting: Addressing the Prison Rape Elimination Act," live satellite/Internet broadcast from the Winter Conference of the American Correctional Association (ACA) on January 10, 2005 (DVD).
- "A Town Hall Meeting to Address the Prison Rape Elimination Act," a live satellite/Internet broadcast that focused on community corrections, from the 30th Annual Conference of the American Probation and Parole Association (APPA) on July 25, 2005 (DVD).
- "How the PREA Affects You," 3-hour satellite/Internet broadcast held July 21, 2004 (DVD).
- NIC's Annual Report to Congress on the Prison Rape Elimination Act, September 2004 (www.nicic.org/Library/020229).

- Resource Packages:
  - Part 1: Facing Prison Rape (2004).
  - Part 2: Responding to Prisoner Rape (2005).

#### Additional information includes:

- Halley, D. (2005). "The Prison Rape Elimination Act of 2003: Addressing Sexual Assault in Correctional Settings." Corrections Today, June: 30, 100.
- Status Report: Data Collections for the Prison Rape Elimination Act of 2003 (www.ojp.usdoj.gov/bjs/pub/dcprea03.pdf).

# 3-HOUR SATELLITE/INTERNET BROADCAST

#### 3-HOUR BROADCAST\*

Broadcast date and times will be posted on the NIC Web site.

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

# The Prison Rape Elimination Act (Phase 3)

#### Who Should Attend

Administrative, supervisory, and other staff who work with adult and juvenile offenders in prisons, jails, and community corrections environments are encouraged to attend. Staff may include but are not limited to those working in supervisory or line-staff positions, probation, parole, law enforcement, medical and mental health care, legal professions, and faith-based organizations.

#### Description

In July 2004, NIC began a multiphase program to bring information concerning the Prison Rape Elimination Act to the field of corrections. Phase 1, "How the PREA Affects You," was a 3-hour satellite/Internet broadcast designed to provide a comprehensive overview of the law, help agencies identify available resources, and help individuals understand the legal liabilities of PREA. Phase 2, "Assessing Your Agency's Response to Prison Sexual Assault," was a 6-hour satellite/Internet broadcast, which focused on practitioners' perspectives and examined the critical issues faced by all confinement institutions—public and private—and community corrections settings housing adult and juvenile offenders.

Phase 3 of this multiphase program is currently underway and information concerning the topics to be presented is forthcoming. Please check the NIC Web site regularly for updated information and broadcast dates and times.

### Application Requirements

Agencies wishing to participate in this satellite/Internet broadcast must submit Form C (page 101). See "NIC Satellite/Internet Broadcasts" (page 59) for additional information. Agencies may also complete a registration form online at www.nicic.org.

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

#### Contacts

Program content: Dee Halley, Administration Division: Special Projects, NIC; toll-free telephone: 800–995–6423, ext. 40374, or 202–514–0374; e-mail: dhalley@bop.gov.

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

Information Services

**Information Services** 

NIC Information Center
How To Request Information

**NIC Online** 

# NIC Information Center

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

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

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

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

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

#### SHARE YOUR INFORMATION

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

### HOW TO REQUEST INFORMATION

Contact the NIC Information Center directly or visit the Web site at www.nicic. org to request personal resource assistance or to obtain copies of specific NIC publications and other resources.

The NIC Web site highlights downloadable publications, features a database of more than 3,500 Web-accessible resources, and describes Information Center services. The Web site also provides access to corrections links, resources on key research topics in corrections, and the NIC Corrections Exchange, or Correx, an e-mail discussion group on corrections issues.

#### **NIC Information Center**

1860 Industrial Circle, Suite A

Longmont, CO 80501 Telephone: 303-682-0213 Toll-free: 800-877-1461

Fax: 303-682-0558

Web address: www.nicic.org

E-mail address: asknicic@nicic.org

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) also has its own training and technical assistance center for your use. Contact the OJJDP National Training and Technical Assistance Center (NTTAC) via its Web site, www.nttac.org, or toll-free telephone: 800–830–4031.

OJJDP's NTTAC also collects information, curriculums, and other resources to share with agencies, organizations, and individuals in the juvenile justice arena. If your agency or organization is interested in submitting materials, go to the following link at the NTTAC Web site and download information on how to submit materials: www.nttac.org/main/index.cfm?event=callForMaterials.

# NIC Online

For the latest information about NIC program opportunities, technical assistance, and resources, visit the NIC Web site at www.nicic.org. The NIC Web site is updated daily with content on NIC training programs, satellite/Internet broadcasts, publications, cooperative agreement projects, and technical assistance opportunities.

Program-related information includes—

- Dates, locations, and descriptions of annually scheduled and added program offerings.
- Online forms to apply for programs.
- Instructions for registering to attend programs.
- NIC's online learning center, providing a variety of free, self-paced correctional staff training programs.

NIC's satellite/Internet broadcasts are supported by Web pages that share resources for participants and technical information for satellite downlink host sites. Video streaming links on the NIC Web site enable visitors to view both live broadcasts and previously broadcast NIC programs.

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

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

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

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

NIC online also supports practitioner networking. NIC hosts the Corrections Exchange, or Correx, a public e-mail discussion list (known as a listsery) that links individuals interested in corrections issues. Messages are moderated to ensure quality content. In addition to facilitating a practitioner exchange on topics raised by participants, Correx is used to announce new NIC initiatives, opportunities, and resources.

The NIC home page presents key NIC announcements and links to major sections of the Web site. Please check the NIC Web site frequently for changes, updates, and new information.

To access training programs and services specifically targeted to the needs of juvenile justice organizations and professionals, follow the link to "Juveniles" from the NIC home page (www.nicic.org).

Technical Assistance

**Technical Assistance** 

**Who Should Apply** 

**Description** 

**NIC Review** 

**Application Requirements** 

Where To Apply

### WHO SHOULD APPLY

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

- Local juvenile detention and detention-related agencies.
- State departments of juvenile justice and their facilities.
- State and local juvenile probation and parole agencies.
- Residential juvenile correctional programs.
- Public and private juvenile community correctional agencies and programs.
- Organizations, associations, and oversight or advisory groups with a mission to assist juvenile justice agencies.

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

# **DESCRIPTION**

As an organization dedicated to advancing and shaping correctional practice and public policy, NIC invests heavily in responsive technical assistance to federal, state, and local jurisdictions through activities initiated by requesting jurisdictions. Technical assistance is part of a total assistance portfolio that NIC provides in addition to its training programs and initiatives announced in the Federal Register and funded through cooperative agreements.

Throughout the years, NIC has made a conscious effort to remain as nonbureaucratic as possible when responding to assistance requests, and it intends to keep that focus. The NIC Technical Assistance Program is designed to respond directly to the needs, problems, and individual requirements of federal, state, and local correctional agencies, as identified by the requesting agency.

Through the interagency agreement with OJJDP, the NIC Academy Division responds directly to improve the design, delivery, operation, and evaluation of staff training programs. This technical assistance provides onsite guidance, support, consultation, or training by an experienced technical resource provider or

NIC staff member. This resource provider serves in an advisory capacity and works with agency staff to—

- Identify training needs.
- Develop curriculums.
- Create strategies for training development and delivery.
- Evaluate training programs.
- Manage training needs.
- Help agencies build their internal capacity to respond to needs and priorities through their training programs.

Technical assistance is generally provided for a period of 3 to 5 days. For projects that are more complex and require more days, agencies should contact the NIC/OJJDP Technical Assistance Manager, 1960 Industrial Circle, Longmont, CO 80501, to discuss possible strategies before sending a request.

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

### **NIC REVIEW**

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

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

# APPLICATION REQUIREMENTS

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

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

The chief executive officer is defined as follows:

- For **detention centers:** The administrator of the detention center or director of the department of juvenile corrections, depending on the agency's organizational structure.
- For secure facilities/training schools: The director or commissioner of the state department of juvenile corrections.
- For community corrections/diversion programs: The chief juvenile probation officer, chairperson of the juvenile parole board, director of the juvenile community corrections/diversion program, or director of the state department of juvenile corrections, depending on the agency's organizational structure.

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

# WHERE TO APPLY

Applications should be addressed to:

Nancy Shomaker **Academy Division** National Institute of Corrections 1960 Industrial Circle Longmont, CO 80501

Phone: 800–995–6429, ext. 120

Fax: 303-682-0469

E-mail: nshomaker@bop.gov

NIC Satellite/ Internet Broadcasts

# NIC Satellite/Internet Broadcasts

3-Hour Satellite/Internet Broadcast Calendar
24- to 32-Hour Satellite/Internet Broadcast Calendar
Costs and Logistics
Site Coordinator's/Facilitator's Role
Application Requirements

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

During fiscal year 2006, NIC will offer two categories of satellite/Internet broadcasts:

- Several live 3-hour satellite/Internet broadcasts. These 3-hour broadcasts deal with current topics in correctional policy and practices via presentations by content experts, vignettes, and interviews with criminal justice practitioners (see 3-Hour Satellite/Internet Broadcast Calendar, page 62).
- 24- to 32-hour satellite/Internet broadcasts. The 24- to 32-hour training broadcasts use local classroom programs and satellite/Internet technology and then add another feature: onsite training managed by NIC-trained facilitators (see 24- to 32-Hour Satellite/Internet Broadcast Calendar, page 62).
  - 24-hour broadcasts consist of 12 hours of broadcast time and 12 hours of onsite classroom activities spread over 3 days.
  - 32-hour broadcasts consist of 16 hours of broadcast time and 16 hours of onsite classroom activities spread over 4 days.

Approximately 2 to 3 months before the program, NIC provides an 8-hour training for trainers (called site coordinator training) via satellite. This training prepares site coordinators to coordinate and facilitate the main training program, which includes both broadcast and classroom activities.

Satellite downlink is the preferred method for participating in all broadcast programs. Although Internet viewing is possible on computers with suitable software, NIC recommends that viewers participate in a group downlink setting if possible. Broadcasts will be CLOSED CAPTIONED for the hearing impaired.

3-HOUR SATELLITE/INTERNET BROADCAST CALENDAR														
			2005		2006									
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	
TRAINING FOR ALL CORRECTIONS DISCIPLINES														
9	Under the Care of the Criminal Justice System: Protecting People With Disabilities					8								
10	Public and Media Relations: Effective Strategies and Techniques							26						
46	The Prison Rape Elimination Act (Phase 3)	Broadcast date and times will be posted on the NIC Web site (www.nicic.org).												
22	Offender Employment Specialist Facilitator Training						22							

24- TO 32-HOUR SATELLITE/INTERNET BROADCAST CALENDAR														
		2005			2006									
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	
TRAINING FOR ALL CORRECTIONS DISCIPLINES														
20	Enhancing Learning Success: Effective Training Design and Development								17–18*			21–24**		
21	Capacity-Building Training for Victim Services									14–15*			11–15**	

<sup>\*</sup>Site coordinator/facilitator training.
\*\*Training program.

# **COSTS AND LOGISTICS**

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

The local agency that hosts a satellite/Internet broadcast covers the costs related to duplicating participant materials and securing a satellite downlink; training room; and telephone, fax, or e-mail equipment to communicate questions to the presenters. During fiscal year 2006, analog C-Band and digital KU-Band transponders will be used. Agencies that do not have their own downlink can often use a downlink-equipped meeting room at a local community college, hotel, or government agency. Agencies may also contact Ed Wolahan toll-free at 800-995-6429, ext. 131, or e-mail him at ewolahan@bop.gov to locate a satellite dish in their area.

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

# SITE COORDINATOR'S/FACILITATOR'S ROLE

#### **Register Your Site**

- For 3-hour satellite/Internet broadcasts, submit Form C (page 101) by mail or fax. By registering as a site, you are agreeing to coordinate all matters related to the 3-hour broadcast. (See Form C for mailing address and fax number.)
- For 24- to 32-hour satellite/Internet training broadcasts, submit Form D (page 103) by mail or fax. Completed forms must be signed by your chief executive officer. By registering as a site, you are agreeing to coordinate all matters related to the 24- to 32-hour satellite/Internet broadcast. (See Form D for mailing address and fax number.)
- Complete a registration form online at the NIC Web site, www.nicic.org.

### Secure an Analog C-Band or Digital KU-Band Satellite **Downlink and Meeting Room for Transmission**

- The room for the 24- to 32-hour program must be large enough to accommodate participants, trainers, and an adequate number of television sets or monitors for the number of viewers present.
- The room for the 8-hour training-for-trainers session, which is held 2 to 3 months before each 32-hour training program, must accommodate three to four trainers.

#### **Participate in Site Coordinator Training**

- There is no training for trainers associated with the 3-hour broadcasts.
- Approximately 2 to 3 months before each 24- to 32-hour training program, an 8-hour training-for-trainers session is conducted via satellite and Internet broadcast. NIC recommends a three-person team to serve as site coordinators: a content expert with knowledge of the topic, a facilitator, and a person who has skills in using distance learning technology. This training for trainers will teach each site coordinator how to facilitate the broadcast and off-air activities during the main program. Each site *must* have one or more coordinators attend this training or view a videotape of the training session.
- Videotapes of the session will be available and can be viewed via the Internet or obtained from the NIC Information Center.

### **Invite Various Disciplines**

- If, for example, you work at a jail, invite probation and parole, prison (state and federal), and other criminal justice practitioners in your area. Send a flier promoting the satellite/Internet broadcast to prospective participants.
- The goal is to have a minimum of 24 participants.

#### SEE ALSO ...

NIC Learning Center at www.nicic.org for application forms and instructions.

#### **Duplicate Program Materials**

- Photocopy the program agenda, presenters' information, continuing education unit (CEU) information and forms, evaluation forms, and related handouts.
- Encourage participants to download the related reading materials to learn more about the topic. All materials for a 3-hour broadcast are available on the NIC Web site at www.nicic.org.
- For the 24- to 32-hour training program broadcasts, NIC will send each site coordinator a camera-ready copy of the participant's manual, facilitator's manual, and related material for each participant.

#### **Convene Your Group**

- Provide invited participants with a map and good directions to your training site.
- Test your system's reception 30 minutes before the broadcast begins. The satellite coordinates will be provided through a link on the program's Web page at www.nicic.org.
- Ask participants to introduce themselves.

#### View the Broadcast and Conduct Local Activities

- Pass out the material for participants and review the agenda.
- Encourage participants to ask the presenters questions via telephone, fax, or e-mail.
- Lead a discussion after the broadcast about the information presented. For the 24- to 32-hour training broadcasts, NIC presenters will teach the content of the program and you will be responsible for facilitating activities that complement the content. Arrange with participants to ask questions either as individuals or as a group.

#### Complete the CEU Roster and Evaluation Form

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

# APPLICATION REQUIREMENTS

#### 3-Hour Broadcast

- Agencies interested in hosting a 3-hour broadcast must submit Form C (page 101).
- A registration form also may be completed online at NIC's Web site (www.nicic.org).

### 24- to 32-Hour Training Broadcast

• For 24- to 32-hour satellite/Internet training broadcasts, register online at www.nicic.org or submit Form D (page 103) by mail or fax. Completed forms must be signed by your chief executive officer. By registering as a site, you are agreeing to coordinate all matters related to the 32-hour satellite/Internet broadcast. (See Form D for mailing address and fax number.)

#### **Individuals**

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

#### SEE ALSO ...

NIC Learning Center at www.nicic.org for application forms and instructions.

NIC Learning Center

# **NIC Learning Center**

**NIC Custom e-Learning Courses** 

**NIC Custom e-Learning Course Descriptions** 

## http://nic.learn.com

The National Institute of Corrections' (NIC's) Learning Center helps corrections professionals access critical information when they need it. It expands the opportunity for corrections professionals to access NIC training by providing high-quality, interactive, learner-driven training using the Internet. The Learning Center also contains up-to-date training and application information for NIC's training programs, satellite/Internet broadcasts, and e-Learning courses.

The NIC Learning Center, available online at http://nic.learn.com, offers a professional skills library of approximately 140 Web-based courses and NIC's custom e-Learning courses. Courses in the professional skills library are available through the Internet only; however, NIC's custom e-Learning courses are available through the Internet or on CD-ROM. All courses in the NIC Learning Center are available free of charge.

The professional skills library provides consistent quality resources that are effective and meaningful for staff development. The courses are separated into four categories of staff development—supervisor, manager, senior, and executive—and are designed to assist people throughout the organization.

New NIC custom e-Learning courses planned for release in 2006 cover such topics as emergency preparedness and counterterrorism strategies for correctional institutions, leadership in times of critical incidents, and supervisory knowledge and skills to support evidence-based practices. Also under development for later release are courses dealing with topics on jail data collection, victim services, working with the multigenerational workforce, and leadership development. All NIC e-Learning courses have maintained a participant completion rate of approximately 30 percent, which aligns with national completion averages.

In the near future, NIC will add the capability for individuals to apply for NIC training and for site coordinators to register their sites for 3-hour and 24to 32-hour satellite/Internet broadcasts through the NIC Learning Center. Applications that may be submitted through the Learning Center include the application for individuals (Form A), site coordinator's registration for 3-hour satellite/Internet broadcasts (Form C), and site coordinator's registration for 24- to 32-hour satellite/Internet broadcasts (Form D). NIC's training and registration forms will also be available in PDF format for download through the Learning Center at that time.

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

NIC's custom e-Learning courses are available via the NIC Web site (www.nicic.org) or on CD-ROM.

## NIC CUSTOM E-LEARNING COURSES

NIC's custom e-Learning courses can be completed anywhere and anytime a participant has access to the Internet or a computer with a CD–ROM drive. The courses are self-paced, easily accessible, and cost effective, and they provide professional development opportunities for corrections professionals working in jails, prisons, and community corrections agencies.

NIC's custom e-Learning courses were designed with measurable objectives and expected outcomes. Available custom e-Learning courses are listed in the table below.

## **Enrollment Eligibility**

Enrollment in NIC's e-Learning courses is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

#### Additional Information

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

For additional information on NIC's Learning Center, e-Learning course system requirements, course offerings, enrollment eligibility, and technical support, please visit the NIC Web site (*www.nicic.org*).

# NIC CUSTOM E-LEARNING COURSE DESCRIPTIONS

Course descriptions for the three newly developed custom e-Learning courses can be found in the relevant sections of this Service Plan (for pages, see the list of custom e-Learning courses on page 71).

The following courses have been offered previously and continue to be available.

Page	Training Program	Course Availability						
TRAI	TRAINING FOR ALL CORRECTIONS DISCIPLINES							
11	Leadership in Times of Critical Incidents	Course continuously available on Internet and CD–ROM.						
13	Leadership, Learning, and Performance: Establishing the Learning Organization	Course continuously available on Internet and CD–ROM.						
14	The Role of the Correctional Leader/Manager	Course continuously available on Internet and CD–ROM.						
16	Supervisory Knowledge and Skills To Support Evidence-Based Practices	Course continuously available on Internet and CD-ROM.						
41	Workforce Development and Women Offenders	Course continuously available on Internet and CD–ROM.						
71	Career Development Theory and Its Application	Course continuously available on Internet and CD–ROM.						
72	e-Learning: A Foundation for Correctional Trainers	Course continuously available on Internet and CD–ROM.						
74	How To Develop Effective Performance Objectives	Course continuously available on Internet and CD-ROM.						
78	Transformational Change: Theory and Practice	Course continuously available on Internet and CD-ROM.						
TRAI	NING FOR JAILS							
38	How To Collect and Analyze Data	Course continuously available on Internet and CD-ROM.						
75	Jail Staffing Analysis	Course continuously available on Internet and CD-ROM.						
TRAI	NING FOR PRISONS							
40	Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions	Course continuously available on Internet and CD-ROM.						
TRAI	NING FOR COMMUNITY CORRECTIONS							

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

#### **Audience**

Professionals who directly or indirectly assist offenders with job skills training or job/career counseling, placement, advancement, or retention.

## **Description**

This course discusses the four major career development theories and how they apply to counseling offenders.

## **Course Objectives**

At the conclusion of this course, participants will be able to—

• Understand career choice development theory and its application when working with offenders.

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

- Identify the four development theories: trait-and-factor, developmental, transition, and learning.
- Describe the theoretical positions of the four development theories.
- Describe specific ways in which each of the theories can be used when working with offenders.

#### **Expected Duration**

2 hours.

#### **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, community corrections agencies, and other workforce development service providers whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

#### Contacts

Francina C. Carter, Offender Workforce Development Division, NIC; tollfree telephone 800-995-6423, ext. 40117, or 202-514-0117; e-mail; fccarter@bop.gov.

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

## e-Learning: A Foundation for Correctional Trainers

#### **Audience**

Training administrators, coordinators, and trainers from all types of correctional agencies who are responsible for managing the development and delivery of their agencies' training.

#### **Description**

Correctional agencies are increasingly confronted with critical workforce issues (e.g., staff and fiscal resource limitations) that make it difficult to provide adequate professional development opportunities for staff. Advances in information technologies present significant opportunities for all trainers and training units to use exciting, innovative approaches to achieve strategic outcomes.

This course introduces participants to delivering training via the Internet using Web-based training (WBT), or e-Learning. The course reviews the basic principles of e-Learning, describes the strengths and weaknesses of this instructional delivery strategy, outlines the processes by which an e-Learning course is designed and developed, and provides important information to consider when deciding whether to develop e-Learning in-house or to outsource part or all of the services. An e-Learning readiness checklist helps assess agencies' readiness to undertake an e-Learning strategy.

An important feature of this course is the availability of an electronic bulletin board that allows participants to communicate with a subject matter expert at any time while taking the course. The expert will respond to individual questions in a timely fashion.

## **Course Objectives**

At the conclusion of this course, participants will be able to—

- Differentiate between the advantages and disadvantages of WBT for both learners and instructional designers (training personnel in general).
- Identify effective ways to mitigate the disadvantages of WBT.
- Understand current issues in the area of WBT design, development, and delivery.
- Examine several types of content and determine which are most appropriate for WBT delivery.
- Identify the basic instructional design principles for WBT course development.
- Analyze a situation and identify which instructional design principles have been violated.
- Understand the steps that an instructional designer follows in creating a WBT course from scratch and in migrating instructor-led training content to WBT delivery.
- Explore the use of job aids and learning aids in an e-Learning environment.
- Discuss the factors needed to build a strong blended solution in training.
- Analyze the factors involved in determining whether to build e-Learning in-house or contract out the services to third-party providers and/or subcontracted developers.

## **Expected Duration**

1.5 hours.

## **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

#### **Contacts**

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

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

## How To Develop Effective Performance Objectives

#### **Audience**

New and experienced correctional trainers whose responsibilities include the design and development of lesson plans and curriculums.

## **Description**

Correctional trainers are not just instructors—they function within correctional organizations as agents of performance improvement. To create powerful training courses and modules that have impact beyond the classroom, trainers need to focus instructional design on actual job performance in addition to traditional classroom measures of learning. This course takes a trainer on a journey through the challenging process of developing performance objectives that extend learning from the classroom to the workplace. Examples and activities in the five course modules include topics and subject matter drawn from the field of corrections.

## **Course Objectives**

At the conclusion of this course, participants will be able to—

- Recognize and correct inadequate performance objectives.
- · Analyze and correct incomplete performance objectives using the criteria for effective performance objectives.
- Differentiate between the levels of learning in Bloom's taxonomy by correctly sequencing the levels.
- Create higher level performance objectives targeted to the application level or
- Relate effective performance objectives in training to on-the-job performance improvement.

#### **Expected Duration**

2 hours.

## **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

#### **Contacts**

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

## **Jail Staffing Analysis**

#### **Audience**

Administrators and administrative staff from all corrections disciplines who are responsible for managing their agency's human and/or fiscal resources.

## **Description**

Staff are the most costly and important resource in operating a jail. In many jails, staffing costs make up 70 to 80 percent of the annual budget. Without adequate staffing, jail security and the safety of staff, inmates, and the community are directly threatened and the possibility of costly litigation against the jail increases significantly. Adequate staffing is key to the success of all jail operations, whether related to security, safety, inmate services, or inmate programs.

Staffing analysis is a complex process that takes into account many factors, such as jail design, activity schedules, and the types and levels of services provided to inmates. This course is designed to teach jail practitioners how to determine their staffing needs in a systematic and easily understood way. Users will find the program helpful in creating a staffing plan for a new jail, analyzing staffing in an operating jail, and revising an existing staffing plan in response to changes in jail policies or the physical plant.

## **Course Objectives**

At the conclusion of this course, participants will be able to—

- Conduct a comprehensive 10-step staffing analysis process.
- Profile the jail.
- Calculate net annual work hours.
- Develop a facility activity schedule.

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

- Develop a staff coverage plan.
- Complete a staff summary.
- Develop a schedule.
- Evaluate, revise, and improve the plan.
- Calculate operational costs.
- · Prepare a report.
- Implement the plan and monitor the results.

## **Expected Duration**

2 hours.

## **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

#### **Contacts**

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

## **Program Planning and Evaluation**

#### **Audience**

Directors, planners, and key program management staff from state and local agencies whose responsibilities include offender supervision and treatment in the community; staff responsible for management information and research on community corrections programs; and state and local officials who oversee community corrections.

**Description** 

Deliberate planning is essential to reduce recidivism and meet program goals. Program planners and administrators need to communicate clearly a program's objectives, identify targets for change, set intermediate goals, and ensure the program's integrity through best practices. Building an effective evaluation framework will provide program planners and administrators the capabilities to learn from their experience and, as information is gathered, improve the program design.

## **Course Objectives**

This course focuses on translating the principles of evidence-based practice into an effective program design. At the conclusion of this course, participants will be able to—

- Define the problems to be addressed.
- Describe what will be done about these problems.
- Define how success will be measured.

#### **Expected Duration**

2 hours.

#### **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

#### **Contacts**

Dorothy Faust, Community Corrections/Prisons Division, NIC; toll-free telephone: 800–995–6423, ext. 43001, or 202–514–3001; e-mail: dfaust@bop.gov. NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

NIC's Learning Center is accessible via the NIC Web site (www.nicic.org). Custom e-Learning courses also are available on CD-ROM from the NIC Information Center.

## Transformational Change: Theory and Practice

#### **Audience**

Correctional administrators and managers from all corrections disciplines who lead and manage the functions and operations of a particular corrections agency.

## Description

Nothing is more permanent than change, according to many change experts. Change may not be an "engineering" problem, but rather may be a "people" problem. It can call up emotions, uncertainties, and inconsistencies. Simply managing change is insufficient; successful change requires leadership. People and organizations that remain in the past become increasingly ineffective. Top leaders can make a real difference by removing barriers and encouraging people to move forward, take risks, and "leap into the future." This type of leadership needs ongoing regeneration for the ultimate success of future organizations.

This course will address both a theory of organizational change and practical tools that can be used to lead and manage an organizational change effort. Participants will be exposed to John Kotter's eight-stage change model, which provides a practical framework to move organizations from the "mystery" of change to a comprehensible and planned effort that greatly increases the chances for success. Participants will learn about a concerns-based approach to change along with the ability to use and apply the practical tools to manage a particular change. Finally, participants will learn how to balance and rebalance organizational change using Marvin Weisbord's six-box model.

## **Course Objectives**

At the conclusion of this course, participants will be able to—

- Describe the dynamics of change within the culture of a correctional system, organization, and agency.
- Explain the seven fundamental assumptions underlying the concerns-based adoption model (CBAM) of change.
- Describe the stages of CBAM and create strategies to help staff progress through the stages when involved in a change effort.
- Explain the diagnostic tools of CBAM, including the purpose and applications of each.
- Apply CBAM tools and construct an intervention taxonomy to address and manage a particular change effort using various case-study examples.
- Explain the eight stages for successfully leading change, according to John P. Kotter's work, Leading Change: Why Transformation Efforts Fail, and provide examples from personal experience that reinforce or challenge each stage.

• Describe each element in Marvin Weisbord's six-box model for managing organizational culture, and discuss the interrelationships among them.

## **Expected Duration**

1.5 hours.

## **Enrollment Eligibility**

Enrollment is limited to corrections professionals from jails, prisons, and community corrections agencies whose jobs are categorized as executive management, middle management, first-line supervision, offender programming, or training/staff development.

#### **Contacts**

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

NIC/OJJDP Training at the NIC Training Center in Longmont, Colorado

NIC/OJJDP Training at the NIC Training Center in Longmont, Colorado

Description

NIC/OJJDP Training at the NIC Training Center in Longmont, Colorado, Calendar

**Costs and Logistics** 

**Application Requirements** 

**Cancellations** 

## DESCRIPTION

Through the interagency agreement with the Office of Juvenile Justice and Delinquency Prevention (OJJDP), the training noted in this publication is available to juvenile practitioners in the 50 states, the District of Columbia, and the U.S. commonwealths and territories. In most training programs, participants develop individual action plans or initiate projects to implement in their agencies. After the training, they may be asked to provide information about implementation to help NIC and OJJDP assess the impact of this training. In some cases, technical assistance is available to help them implement their action plans.

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

NIC/OJJDP TRAINING AT THE NIC TRAINING CENTER IN LONGMONT, COLORADO, CALENDAR													
			2005			2006							
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
LEADERSHIP AND MANAGEMENT													
5	OJJDP/Correctional Leadership Development								16–26				
	HELPING AGENCIES BUILD CAPACITY FOR TRAINING AND DEVELOPMENT												
18	OJJDP/Juvenile Agency Training Coordinators and Directors Training						12–17						
JUVENILE OFFENDER MANAGEMENT													
34	The Critical Elements of Reentry/ Continuing Care Systems							2–7					



## **COSTS AND LOGISTICS**

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

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

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

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

## APPLICATION REQUIREMENTS

Applicants may complete the application form for individuals (Form A, page 97), or they may complete an application form online at www.nicic.org. All applications (whether hardcopy or electronic) must be endorsed as described on the back of Form A. Most programs require that supplemental information be submitted with the application (see course descriptions for specifics); applications submitted without that supplemental information will be returned.

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, must submit Form A (page 97) and the supplemental information requested in the course description. Individuals may also complete an application form online at www.nicic.org.

Whether applying online or by Form A, the supplemental information must be provided.

## **CANCELLATIONS**

NIC and OJJDP reserve the right to cancel training programs with reasonable notice to participants.

If an applicant is unable to attend after being accepted to a training program for which NIC/OJJDP pays participants' travel and per diem expenses, the Academy Division at NIC must be notified as soon as possible.

### SEE ALSO ...

NIC Learning Center at www.nicic.org for application forms and instructions.

NIC/OJJDP-Paid Training Beyond Longmont, Colorado NIC/OJJDP-Paid Training Beyond Longmont, Colorado

Description

NIC/OJJDP-Paid Training Beyond Longmont, Colorado, Calendar

**Costs and Logistics** 

**Application Requirements** 

**Cancellations** 

## **DESCRIPTION**

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

NIC	NIC/OJJDP-PAID TRAINING BEYOND LONGMONT, COLORADO, CALENDAR												
	2005				2006								
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
LEAD	LEADERSHIP AND MANAGEMENT												
7	Executive Training for Newly Appointed Chief Executive Officers of Juvenile Agencies				25–27								

## COSTS AND LOGISTICS

Some NIC training programs contain a special feature, such as a critical tour of a juvenile facility, that cannot be conducted at the NIC Training Center in Longmont, Colorado. Because NIC and OJJDP consider these special features very important to the success of these programs, NIC and OJJDP pay travel and per diem expenses for state and local participants to visit other sites. In addition, as with all NIC/OJJDP training, no registration, tuition, or materials fees are assessed.

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

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

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

## APPLICATION REQUIREMENTS

Applicants may complete the application form for individuals (Form A, page 97), or they may complete an application form online at www.nicic.org. All applications (whether hardcopy or electronic) must be endorsed as described on the back of Form A. Most programs require that supplemental information be submitted with the application (see course descriptions for specifics). Applications submitted without that supplemental information will be returned.

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

### Individuals interested in participating in an NIC/OJJDP-paid program beyond Longmont, Colorado, must submit Form A (page 97) and the supplemental infor-

mation requested in the course description. Individuals may also complete an application form online at www.nicic.org.

Whether applying online or by Form A, the supplemental information *must* be provided.

#### SEE ALSO ...

NIC Learning Center at www.nicic.org for application forms and instructions.

## CANCELLATIONS

NIC and OJJDP reserve the right to cancel training programs with reasonable notice to participants.

If an applicant is unable to attend after being accepted to a training program for which NIC/OJJDP pays participants' travel and per diem expenses, the Academy Division of NIC must be notified as soon as possible.

NIC/OJJDP Partnership Programs

## NIC/OJJDP Partnership Programs

Description
NIC/OJJDP Partnership Program Calendar
Costs and Logistics
Site Coordinator's/Facilitator's Role
Application Requirements
Cancellations

## **DESCRIPTION**

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

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

Applications for partnership programs will be accepted from agencies only. NIC/OJJDP will not accept applications from individuals wishing to participate.

NIC/	NIC/OJJDP PARTNERSHIP PROGRAM CALENDAR												
			2005						2006				
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
LEAD	LEADERSHIP AND MANAGEMENT												
8	Executive Training for Newly Appointed Juvenile Facility Directors				9–13	13–17							
JUVE	JUVENILE OFFENDER MANAGEMENT												
36	Meeting the Needs of Juvenile Female Offenders			5–9			27–31						

## COSTS AND LOGISTICS

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

## SITE COORDINATOR'S/FACILITATOR'S ROLE

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

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

## APPLICATION REQUIREMENTS

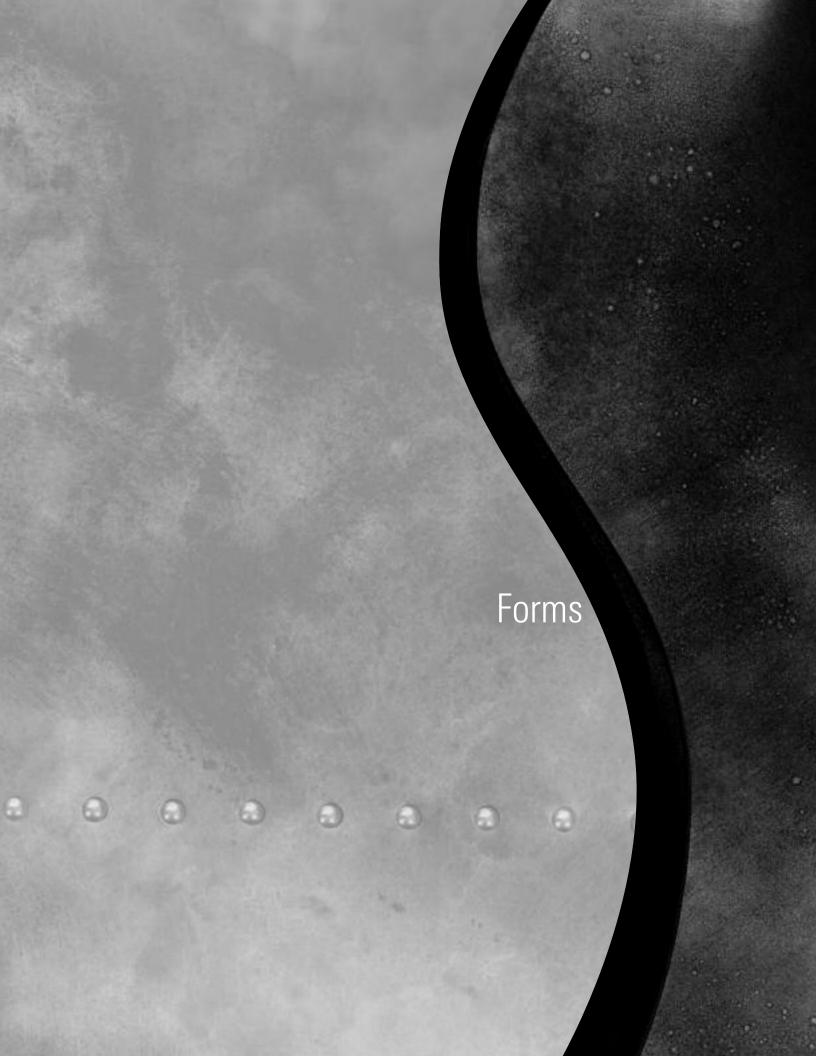
Applications to host partnership programs must be made by the agency, not individuals.

Agencies interested in hosting a partnership program must submit the Statement of Interest To Host Partnership Programs (Form B, page 99). NIC staff will explore with the agency contact person the appropriateness of the training to meet the agency's needs and the agency's ability to provide the required logistical support for the program.

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

## **CANCELLATIONS**

NIC and OJJDP reserve the right to cancel training programs with reasonable notice to participants.



**Forms** 

Form A: Application for Individuals for NIC/OJJDP Training

Form B: Statement of Interest To Host Partnership Programs

Form C: Site Coordinator's Registration for 3-Hour Satellite/Internet Broadcasts

Form D: Site Coordinator's Registration for 32-Hour Satellite/Internet Broadcasts

Form E: Application for Regional Field Coordinator

National Institute of Corrections Form A

(This form may be duplicated.)

## **Application for Individuals for NIC/OJJDP Training**

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

Training program title	
Training program number 06	☐ Federal—Bureau of Prisons ☐ Federal—Other
For multiple program offerings, <b>I cannot</b> attend on the following date(s):	☐ State ☐ Indian Country—Bureau of Indian Affairs ☐ Indian Country—Tribal
Name	☐ Regional ☐ County
☐ Mr. ☐ Ms. ☐ Mrs.	☐ Municipal
Social Security no	<ul><li>☐ U.S. commonwealth or territory</li><li>☐ Foreign</li></ul>
Note: Disclosure of your Social Security number is voluntary.	☐ Private
NIC collects Social Security numbers as identifiers for records of training participants. Executive Order no. 9397.	Agency/institution information: Institution/facility population
Title	or Agency population
Years in position	Total number of agency staff
Is your primary job responsibility staff training? ☐ Yes ☐ No	Number of staff you supervise
Agency	If training program is for team participation:
Mailing address	☐ Each team member must complete an application.
City County	<ul> <li>Each team member's individual supplementary information is attached.</li> </ul>
StateZIP Code	☐ Team members must be listed below.
Telephone ()Fax ()	☐ All applications must be sent together.
E-mail address	Only one team supplement is required for all team members. List
Primary area of corrections (check one):	team members below:
☐ Juvenile detention	
☐ Juvenile community corrections	
☐ Secure juvenile facility or training school	If training program is for individual participation:
Other (explain)	☐ Attach the supplementary information required in the training
I agree to—	program description.
☐ Fully participate in this program and will complete all pretraining	ng and posttraining assignments.
☐ Reside at the training site (for Longmont programs) for the dur	ation of the program.
Signature	Date

F O R M S

Form A

## **Endorsement of Application by Agency Chief Executive Officer**

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

- For **detention centers**. The administrator of the detention center or director of the department of juvenile corrections, depending on the agency's organizational structure.
- For secure facilities/training schools. The director or commissioner of the state department of juvenile corrections.
- For **community corrections/diversion programs**. The chief juvenile probation officer, chairperson of the juvenile parole board, director of the juvenile community corrections/diversion program, or director of the state department of juvenile corrections, depending on the agency's organizational structure.

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

	Nomination/Endorsement	
Nomination or endorsement must be made by	y the chief executive officer as defined above.	
which this application is being submitted. This team) will be in a position to effect improvement	for participation in the National Institute of Corrections training program for nomination is made on the basis that the candidate (individually or as a member of ent in our organization. The information provided is accurate and complete. I agree the lops an action plan for our agency, outcomes of the implementation will be provided training on our organization.	a nat
Signature of chief executive officer	Date	
Type or print name		
Title of chief executive officer	Tolonhono (	

National Institute of Corrections Form B

(This form may be duplicated.)

## **Statement of Interest To Host Partnership Programs**

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

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

Partnership program title	
Partnership program number 06	
Agency name	
Agency address	
City/State	ZIP Code
Agency contact person	
Title	
Telephone ()	Fax ()
E-mail address	
Training date(s) in order of priority	
nearby breakout rooms—400-square-foot minimum each	i, are required.
Endorsement of Applica	ation by Agency Chief Executive Officer
Nomination/endorsement must be made by the chief ex	ecutive officer as defined on the back of this application.
	rtnership program. If accepted to host this training program, we acknowledge ag materials are our responsibility as the requesting agency. Further, we agree on participants (24–30).
Signature of chief executive officer	Date
Type or print name	
Title of chief executive officer	Telephone ()

FORMS Form B (continued)

## **Endorsement of Application by Agency Chief Executive Officer**

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

- For **detention centers**. The administrator of the detention center or director of the department of juvenile corrections, depending on the agency's organizational structure.
- For secure facilities/training schools. The director or commissioner of the state department of juvenile corrections.
- For **community corrections/diversion programs**. The chief juvenile probation officer, chairperson of the juvenile parole board, director of the juvenile community corrections/diversion program, or director of the state department of juvenile corrections, depending on the agency's organizational structure.

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

National Institute of Corrections Form C

(This form may be duplicated.)

# **Site Coordinator's Registration for 3-Hour Satellite/Internet Broadcasts**

Program title
Program number 06
Program date
<b>Registration is free.</b> Site coordinators are needed! If you are interested in facilitating a downlink site in your community, register online or complete this form and mail or fax it to: NIC Academy Division, 1960 Industrial Circle, Longmont, CO 80501; fax: 303–682–0469; NIC Web site: <a href="https://www.nicic.org">www.nicic.org</a> . Registration forms must be received 1 week before broadcast date. Information packets will be available on the NIC Web site.
Participant viewers: If you would like to take part in the satellite/Internet broadcast, visit the NIC Web site (www.nicic.org) for viewing sites in your area.
Please type or print legibly the information requested.
Registration date
Site coordinator/contact person
Title
Agency name
Mailing address
Contact numbers:
Telephone ()
Fax ()
E-mail address
We will be viewing by (check one or both)—
☐ Satellite
☐ Internet

National Institute of Corrections Form D

(This form may be duplicated.)

# Site Coordinator's Registration for 32-Hour Satellite/Internet Broadcasts

Program title	
Program number 06-	
Date of site coordinator's training	
Date of satellite/Internet broadcast	
To apply, complete <b>(type or print legibly)</b> and sign this form, obtain th Division, 1960 Industrial Circle, Longmont, CO 80501; fax: 303–682–046 date is 1 month before the site coordinator's training:	
Site coordinator	Title
Agency name	
Type of agency (check one):	Local Other
Agency address	
City/State	ZIP Code
Telephone ()	Fax ()
E-mail address	
Signature of site coordinator	Date
Nomination/En	as defined on the back. It is recommended that a three-person
team be site coordinators/facilitators. The team should consist of a co	
I recommendfor partion is made on the basis that the candidate (individually or as a memory in this training program. I understand that we will need to provide:	
☐ A satellite or Internet hookup for the site coordinator's training.	
$\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ $	gnal from the computer for the training program.
☐ A training site large enough to accommodate at least 24 participan	ts for the training program.
The information provided above is accurate and complete. We will be  ☐ Satellite or ☐ Internet for reception.	using (check one or both):
Signature of chief executive officer	Date
Type or print name	
Title of chief executive officer	Telephone ()

## **Who Should Endorse Registrations**

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

- For **detention centers**. The administrator of the detention center or director of the department of juvenile corrections, depending on the agency's organizational structure.
- For secure facilities/training schools. The director or commissioner of the state department of juvenile corrections.
- For **community corrections/diversion programs**. The chief juvenile probation officer, chairperson of the juvenile parole board, director of the juvenile community corrections/diversion program, or director of the state department of juvenile corrections, depending on the agency's organizational structure.

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

National Institute of Corrections Form E

(This form may be duplicated.)

## **Application for Regional Field Coordinator**

To apply, complete this form, obtain the necessary endorsement, and mail or fax it to: NIC Academy Division, 1960 Industrial Circle, Longmont, Colorado 80501; fax: 303-682-0469. Each item of this application must be completed to be given consideration. ☐ Mr. ☐ Ms. ☐ Mrs. Type of agency (check one): ☐ Federal—Bureau of Prisons Name \_\_\_ □ Federal — Other ☐ State ☐ Indian Country—Bureau of Indian Affairs Is your primary job responsibility staff training? ☐ Indian Country—Tribal □ Regional ☐ Yes ☐ No ☐ County Number of offenders/clients\_\_\_\_\_ ☐ Municipal U.S. commonwealth or territory Number of staff\_\_\_\_\_ □ Foreign □ Private Agency \_\_\_\_\_ Mailing address \_\_\_\_\_ Primary area of corrections (check one): ☐ Juvenile detention City\_\_\_\_\_ County \_\_\_\_\_ ☐ Juvenile community corrections State\_\_\_\_\_ZIP Code \_\_\_\_\_ ☐ Secure juvenile facility or training school □ Other \_\_\_\_\_\_ E-mail address \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_ Nomination/Endorsement Nomination or endorsement must be made by the chief executive officer as defined on the back of this application. \_\_\_\_\_to serve as a regional field coordinator (RFC) for the National Institute of Corrections Academy Division. This nomination is made on the basis that the candidate will be in a position to effect improvement in our organization and will serve as an RFC for \_\_\_\_\_\_ year(s) (maximum 3). The information provided is accurate and complete. Signature of chief executive officer \_\_\_\_\_\_ Date\_\_\_\_ Type or print name \_\_\_\_\_ Title of chief executive officer\_\_\_\_\_\_\_ Telephone (\_\_\_\_\_\_)

## **Endorsement of Application by Agency Chief Executive Officer**

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

- For **detention centers**. The administrator of the detention center or director of the department of juvenile corrections, depending on the agency's organizational structure.
- For secure facilities/training schools. The director or commissioner of the state department of juvenile corrections.
- For **community corrections/diversion programs**. The chief juvenile probation officer, chairperson of the juvenile parole board, director of the juvenile community corrections/diversion program, or director of the state department of juvenile corrections, depending on the agency's organizational structure.

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

For a map and list of the regions and contacts, see pages 25-33.

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