U.S. Department of Justice
National Institute of Corrections

National Institute of Corrections
August 2006

Technical Assistance, Information, and Training for Adult Corrections

- *All Corrections Disciplines*
- *Jails*
- *Prisons*
- *Community Corrections*

Service Plan
October 1, 2006–September 30, 2007

U.S. Department of Justice
National Institute of Corrections
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National Institute of Corrections
World Wide Web Site
http://www.nicic.org

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NIC Mission Statement

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

NIC Vision Statement

NIC will be a model of excellence that puts its *customers* first. Knowledgeable, skilled, and motivated employees will provide quality and value in all areas of correctional services. We will be a facilitator for policies, services, and consultations that produce significant change in the field of corrections. We will partner with federal, state, and local governments and other public and private organizations to provide safety, opportunity, and hope for the correctional community and the public at large.

Letter From the Director of the National Institute of Corrections

Dear Colleague:

The National Institute of Corrections (NIC) is proud to present its annual service plan for fiscal year 2007, which begins on October 1, 2006. Presented here are the training programs, technical assistance opportunities, and information services that NIC will provide for correctional executives and practitioners working in all corrections disciplines in federal, state, and local adult correctional agencies.

NIC's programs are designed to assist jails, prisons, and community corrections agencies and practitioners with managing their operations and the offenders under their care, promoting correctional policies that maximize safety for staff and offenders, enhancing organizational and professional performance in corrections, and more effectively reducing the risk offenders pose to public safety. To this end, our programs and services strive to address emerging areas of concern and interest to public policymakers, correctional executives, and practitioners, and to respond with relevant and beneficial assistance to help improve their corrections systems.

As a center of correctional learning and experience, our goal is to assist you with meeting the unique challenges facing you in today's correctional environment and in your organization, in your career, with your staff, and with the offenders you manage. Updates to our training programs, satellite/Internet broadcasts, and technical assistance services are announced throughout the year on our Web site at *www.nicic.org*.

I hope you will check our Web site regularly for new and updated information and take full advantage of the services available there. I also invite your comments on NIC's training programs and services and suggestions on how NIC can better serve you and the field of corrections. A reply card is enclosed for your convenience.

Morris L. Thigpen
August 2006

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

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

Notice

The National Institute of Corrections (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 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 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.

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Introduction

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

Organizational Structure

NIC is organized so that each primary constituent group in adult corrections—jails, prisons, and community corrections—is represented and served by an NIC division. The Academy Division, the Offender Workforce Development Division, and the NIC Information Center also serve all adult corrections. NIC's Administration Division includes a Special Projects Unit that coordinates NIC's interagency programs as well as its special emphasis initiatives funded by Congress.

NIC's administrative offices, Administration Division, Community Corrections/Prisons Division, and Offender Workforce Development Division are located in Washington, D.C. The Academy Division, Jails Division, NIC Information Center, and NIC Training Center are located in Longmont, Colorado.

Contact Information

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All Corrections Disciplines: Programs and Services

All Corrections Disciplines: Programs and Services

Leadership and Management

Training Programs

- Executive Excellence
- Executive Leadership for Women
- Correctional Leadership Development
- Correctional Leadership for Women
- Management Development for the Future (MDF)
- Management Development for Women and Minorities

NIC Resources

Helping Agencies Build Capacity for Training

Training Programs

- Training for Agency Training Coordinators/Training Directors

NIC Resources

Regional Training Initiative

Addressing Sexual Misconduct in Correctional Settings

Training Programs

- Investigating Allegations of Staff Sexual Misconduct With Offenders
- Responding to Inmate-on-Inmate Sexual Violence

Technical Assistance

- Staff Sexual Misconduct

Prison Rape Elimination Act (PREA) of 2003

NIC Resources

Offender Workforce Development

Training Program

- Offender Workforce Development Specialist Partnership Training Program

NIC Resources

Women Offenders

Training Program

- Women Offenders: Developing an Agencywide Approach

Technical Assistance

- Improving Correctional Responses to Women Offenders

NIC Resources

Correctional Health Care

A Policy Approach to Offender Mental Health Services

Leadership and Management

In 2005, the National Institute of Corrections (NIC) began a realignment of its Leadership and Management Development Initiative to better meet the needs of the corrections field. The programs offered here represent a broader range of developmental programs for future executives who will lead their agencies. In addition to executive development efforts, NIC offers programs for senior-level as well as mid-level managers. At all levels, NIC's leadership and management development programs address personal growth and professional development issues and such strategies as dealing with change, technology, multigenerational workforces, and organizational transformation.

TRAINING PROGRAMS

Executive Excellence

NIC TRAINING CENTER LONGMONT, CO

Dates: May 6–18, 2007
Program: 07–E1101
Applications Due: Feb. 6, 2007

Who Should Attend

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

Description

This 10-month executive development program offers innovative learner-centered and competency-based training for future leaders of corrections agencies. The program is based on the following four models:

(1) **The Developmental Model:** To be successful, future correctional executives must possess a substantive knowledge of the corrections field. They must also be physically fit, ethically grounded, and intellectually challenged.

(2) **The Assessment and Feedback Model:** Executives are more effective when they thoroughly understand themselves through systematic and constructive feedback from their bosses, peers, colleagues, faculty, and direct reports.

(3) **The Correctional CEO Model:** Tomorrow's correctional leaders must have a clear vision, both personally and professionally, think strategically, be action-oriented, and be ethical. They must also be continuous learners, collaborators and team builders, catalysts for change, risk takers, and politicians.

(4) **The Executive Leadership Developmental Model:** Participants create an action-oriented plan to help ensure future success.

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (pages 125, 127, or 129, respectively).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 123) and the supplemental information requested in the program 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.

The Executive Excellence Program is conducted in three phases and provides participants with the critical core capabilities, knowledge, and skills needed to lead correctional organizations, both today and in the future.

Application Requirements

Applicants must attach to Form A (page 123) a resume that describes their current responsibilities, an agency organization chart, and a statement of their need for this program and commitment to complete it. 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 Training Center Programs in Longmont, Colorado" (page 105) for logistical information.

Contact

Robert M. Brown, Jr., Academy Division; toll-free telephone: 800–995–6429, ext. 111; e-mail: *rbrown@bop.gov.*

Executive Leadership for Women

SITE TO BE DETERMINED*

Dates: June. 3–8, 2007

Program: 07–P3301

Applications Due: Mar. 2, 2007

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

Who Should Attend

Women who are senior correctional managers in jails, prisons, and community corrections at or above a level comparable to jail administrator, warden/superintendent, or deputy director of probation, parole, and community corrections and who wish to become chief executives of state departments of corrections. Only one applicant from an agency will be selected.

Description

This 36-hour program and its followup component enhance the ability of participants to achieve executive-level positions in corrections organizations and function effectively in those positions. The program focuses on the leadership skills necessary for organizational success, methods of overcoming barriers to advancement, personal growth critical to leadership, and career development. This training has been updated to include the most current thinking and research in successful leadership education programs. Participants are expected to participate in a phase two followup training within 1 year.

Application Requirements

Interested applicants must attach to Form A (page 123) a brief description of the responsibilities of their current position and their two most recently held positions and a statement of how this program will benefit them and their agency.

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-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

Contact

Evelyn Bush, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 40376, or 202–514–0376; e-mail: *e1bush@bop.gov.*

NIC TRAINING CENTER LONGMONT, CO

Dates: Apr. 10–20, 2007
Program: 07–M101
Applications Due: Jan. 10, 2007

Dates: July 17–27, 2007
Program: 07–M102
Applications Due: Apr. 17, 2007

Dates: Sept. 18–28, 2007
Program: 07–M103
Applications Due: June 18, 2007

Correctional Leadership Development

Who Should Attend

Senior-level leaders, such as prison wardens and superintendents, jail administrators, and senior probation and parole supervisors. Deputies of these leaders will be considered if recommended by their chief executive officer.

Description

This 70-hour program is based on the Leadership Challenge Model© developed by James Kouzes and Barry Posner and addresses five leadership practices: (1) challenging the process, (2) inspiring a shared vision, (3) enabling others to act, (4) modeling the way, and (5) encouraging the heart. A 360-degree feedback instrument assesses the participant's behavior against these five leadership practices. Other instruments, such as the Myers-Briggs Type Indicator®, the Profile of Organizational Influence Strategies®, and the Multi-Factor Leadership Questionnaire for Teams®, assess psychological type, power bases, and team strategies used by course participants.

An outdoor day experientially focuses on team efforts through an urban orienteering process. Through the use of instrumentation, participant dialogue, systems thinking, and experiential activities, participants identify their leadership strengths and create a personal leadership development plan.

Application Requirements

Part I: Applicants must attach to Form A (page 123) a current resume, an organization chart that clearly indicates their role in the agency, and a statement of their need and intended use of the new knowledge and skills that will be acquired in the program if they are selected. 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 selection, participants will be assigned various preprogram activities. Note that participants must complete and return some materials to the NIC Academy Division prior to their arrival at the training site.

See "NIC Training Center Programs in Longmont, Colorado" (page 105) for logistical information.

Contacts

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

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

Correctional Leadership for Women

Who Should Attend

Women with supervisory responsibility in jails, prisons, and community corrections at or above a level comparable to deputy jail administrator; jail department head; institution/prison captain; head of a probation, parole, community corrections, or community sentencing department; or regional district manager, particularly women who have a strong likelihood of promotion to senior-level management.

Description

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

Application Requirements

Agencies interested in participating in/hosting this program must submit a letter of intent from the agency's chief executive officer to Evelyn Bush (see address below) stating the agreement of at least one other state system to participate in the training. The letter may be sent by one participating agency with the signatures of all chief executives, or separate letters may be sent by each agency. Letters must include the benefits that the agencies believe they would receive from participating in/hosting the program. Classroom participants will be selected from the selected agencies.

See "NIC-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

Contact

Evelyn Bush, Community Corrections/Prisons Division, National Institute of Corrections, 320 First Street, NW, Washington, DC 20534; toll-free telephone: 800–995–6423, ext. 40376, or 202–514–0376; e-mail: *e1bush@bop.gov.*

SITES TO BE DETERMINED*

Dates: Apr. 15–20, 2007
Program: 07–P3303
Applications Due: Jan. 15, 2007

Dates: Aug. 19–24, 2007
Program: 07–P3304
Applications Due: May 18, 2007

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

Note: **Individuals** will be selected by their agencies for participation in this program after the host states have been selected. Only applications from individuals in the selected host states will be accepted.

Agencies interested in hosting this program must submit a letter of intent from the agency's chief executive officer.

Participants will be selected by their agencies for participation in this program.

PARTNERSHIP SITES*

Dates: Host sites recommend dates.

Host Applications Due: Dec. 7, 2006, Mar. 1, 2007

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

Management Development for the Future (MDF)

Who Should Attend

Mid-level managers interested in becoming senior-level leaders in a correctional agency (up to 30 openings are available for a selected agency).

Description

This management development training program series is conducted over 12–18 months and is provided to participants within selected agencies. The learning strategies used in the program include three 24-hour classroom sessions, independent e-Learning courses, online instructor-led sessions, online 360-degree feedback leadership assessments, reading, participation in online community forums and discussions, and the development of personal leadership development plans. Participants will prepare a Dynamic Leadership Plan and undertake action-based learning projects focused on the relevant issues in their agencies with the intention of applying skills and strategies learned in the program to build organizational capacity and manage organizational change.

Application Requirements for the MDF Series

Agencies interested in this program must submit Form B (page 125) and attach a statement that indicates their commitment to participate in this skills-based program, which totals 108 hours over approximately 12–18 months. Final selection and scheduling of the MDF program is contingent on the organization's commitment and preparedness to support the program actively and sponsor participants in their learning prior to and throughout the program. A readiness assessment and interview with the executive level of the agency applying will be conducted prior to NIC's commitment to the program.

See "Partnership Programs" (page 117) for more information.

Note that NIC does not pay any participant expenses related to attendance or participation in the MDF Series.

Contacts

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

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

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

Management Development for Women and Minorities

NIC TRAINING CENTER
LONGMONT, CO

Dates: Feb. 5–9, 2007
Program: 07–M101
Applications Due: Nov. 3, 2006

Dates: June 4–8, 2007
Program: 07–M1002
Applications Due: Mar. 2, 2007

Who Should Attend

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

Description

This 36-hour program seeks to meet the demand for women and minority management candidates by helping them obtain skills, knowledge, and resources that will strengthen their ability to advance in the field of corrections. The program focuses on identifying the leadership and learning styles of women and minority participants and providing the candidates the opportunity to develop and articulate a professional career plan. The career development plan will align their personal vision and leadership style with the mission of their organization to produce a more effective and efficient manager, team, and agency.

Application Requirements

Applicants must attach to Form A (page 123) a statement that describes their current position and responsibilities, the number of years they have held a management position, their 5-year career goal, and how this program will benefit them and their agency. 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 Training Center Programs in Longmont, Colorado" (page 105) for logistical information.

Contact

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

NIC RESOURCES

NIC has developed a variety of resources related to leadership and management, which include the following. To request copies, see "Information Services" (page 81).

Publications

- *Correctional Leadership Competencies for the 21st Century: Executives and Senior-Level Leaders.*
- *Correctional Leadership Competencies for the 21st Century: Manager and Supervisor Levels.*

Satellite/Internet Training Programs

"Making the Media Work for You in the 21st Century," 3-hour Satellite/Internet broadcast held in May 2006.

"Senior-Level Leader Training," 32-hour training program broadcast in August 2005 (VHS or DVD).

"Strategies for Building Effective Work Teams," 32-hour training program broadcast in September 2005 (VHS or DVD).

NIC e-Learning Programs (*http://nic.learn.com*)

- Leadership in Times of Critical Incidents.
- Leadership, Learning, and Performance (2007).
- The Role of the Correctional Leader/Manager.
- Transformational Change: Theory and Practice.

Helping Agencies Build Capacity for Training

A major goal of NIC is to provide services, including training programs and technical assistance, that help agencies manage and operate their jails, prisons, and community corrections programs and facilities. To that end, the Academy Division offers the following training programs to help agencies build their internal capacity to train their staff.

TRAINING PROGRAMS

Training for Agency Training Coordinators/Training Directors

Who Should Attend

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

Description

This 32-hour program teaches participants how to develop and direct corrections training to ensure that it achieves the agency's mission and is used strategically in agency management, planning, and problem solving. Participants learn how to develop a training capacity that includes—

- A clearly articulated training mission and goals.
- Supportive training policies and procedures.
- A prescriptive annual training plan designed to address problems in agency operations and management, and participant-centered delivery strategies.
- Cost-effective alternatives to classroom-based training.
- Well-organized and comprehensive documentation.
- An assessment of effectiveness in teaching skills, problem solving, and achieving training and agency mission and goals.

This program emphasizes a strategic approach to training and the measurement of its impact on day-to-day on-the-job performance beyond the learning environment and of the resulting benefits to the agency. During the program, participants complete a comprehensive assessment of their training program and develop a plan for improvements.

PARTNERSHIP SITES*

Dates: Oct. 23–26, 2006
Program: 07–R001
Host Applications Due: July 24, 2006

Dates: Dec. 11–14, 2006
Program: 07–R002
Host Applications Due: Sept. 11, 2006

Dates: Feb. 5–8, 2007
Program: 07–R003
Host Applications Due: Nov. 6, 2006

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

Application Requirements for Partnership Programs

Agencies interested in hosting this program must submit Form B (page 125). See "Partnership Programs" (page 117) 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 participant expenses related to attendance at any partnership program.

Contact

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

NIC RESOURCES

NIC has a variety of resources related to helping agencies build capacity for training, which include the following. To request copies, see "Information Services" (page 81).

Training Resources

- "Designing Learner Centered Instruction."
- "Group Facilitation Skills for Trainers."
- "Training Design and Development."
- "Interpersonal Communications in the Correctional Setting: IPC."

Satellite/Internet Broadcasts and Training Programs

- "Building Agency Success: Developing an Effective FTO/OJP Training Program," 24-hour training program broadcast held in August 2004 (VHS or DVD).
- "Developing an Effective New Employee FTO Program," 3-hour broadcast held in 2003 (VHS or DVD).
- "Foundation Skills for Trainers," 32-hour training broadcast held in March 2004 (VHS or DVD).

NIC e-Learning Programs (*http://nic.learn.com*)

- Program Planning and Design.
- How To Develop Effective Performance Objectives.
- Introduction to Developing Effective e-Learning Courses.

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 volunteer agencies and other participating groups. The Regional Training Initiative is coordinated by the NIC Academy Division.

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.

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 training-related 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.

Application Requirements

Individuals interested in becoming part of the national network of RFCs must submit Form E, Application for Regional Field Coordinator (page 131), which is also available on the NIC Web site *(www.nicic.org)*.

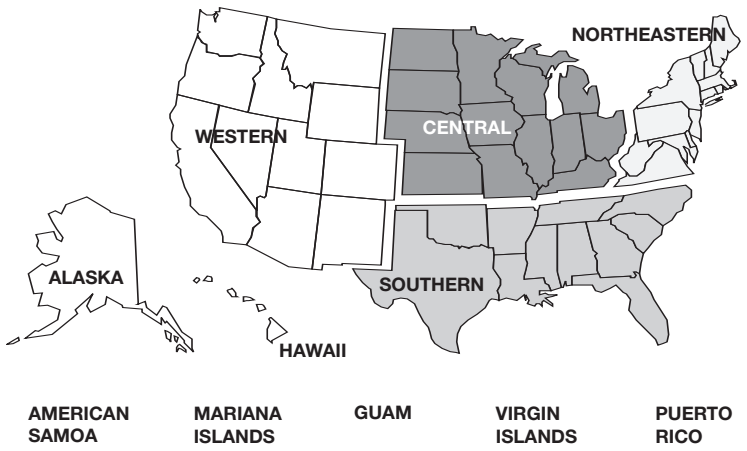
Information about Regional Training Initiative activities and resources are posted to NIC's Web site under the Training Services, Regional Training links. Events will also be announced through fliers, listserv postings, and other means.

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

NIC Training Regions



Addressing Sexual Misconduct in Correctional Settings

TRAINING PROGRAMS

Investigating Allegations of Staff Sexual Misconduct With Offenders

AMERICAN UNIVERSITY WASHINGTON COLLEGE OF LAW WASHINGTON, DC

Dates: July 15–20, 2007

Program: 07–H3402

Applications Due: Apr. 16, 2007

Who Should Attend

This program is only appropriate for four-person, senior-level management teams whose members are considered to be heads of investigations from state prisons, jails, and community corrections agencies and who have the ability to design and implement departmental policy changes. Appropriate selections include senior administrators of both the agency and of internal affairs, human resource managers, legal department members, and state or county prosecutors.

Note: Each four-person team must include either a prosecutor or an attorney responsible for criminal prosecutions.

Description

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

This is a training program for high-level investigative and sanctioning decision-makers. This is *not* a training program on how to conduct an investigation.

Application Requirements

Each team member must complete Form A (page 123); only one supplemental statement for the team is required. The statement must describe the agency's current policies or practices for responding to sexual misconduct and related investigative policy, the status and stipulations of state law, the agency's investigative procedures related to staff sexual misconduct, and any actions taken by the agency under a previously developed action plan to address this issue.

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

Preference will be given to agencies that have completed the Addressing Staff Sexual Misconduct With Inmates training program. See "NIC-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

Contacts

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

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

Program Coordinator: Jaime Yarussi, Washington College of Law; telephone: 202–274–4385; e-mail: *jyarussi@wcl.american.edu.*

AMERICAN UNIVERSITY WASHINGTON COLLEGE OF LAW WASHINGTON, DC

Dates: March 11–16, 2007

Program: 07–H3301

Applications Due: Dec. 11, 2006

Responding to Inmate-on-Inmate Sexual Violence

Who Should Attend

This program is only appropriate for three-person, senior-level management teams from state prison systems and jails that have the ability to design and implement departmental policy. State teams must include staff from the department of corrections central office and prison management. State teams may include directors, deputy directors, human resource managers, and training supervisors. Jail teams might include senior administrators responsible for establishing jail policy. Jail teams may include the sheriff, the jail administrator or director of corrections, and the person responsible for drafting policy and/or developing and implementing staff training in this area.

Description

This 36-hour program is designed to help participants develop sound practices to respond to inmate-on-inmate sexual violence. The training program will focus on the scope of the problem, policy development, training strategies, legal liabilities, investigative procedures, and federal and state legislation.

Application Requirements

Each team member must complete Form A (page 123); only one supplementary statement for the team is required. The statement must describe the agency's current policy or practices for responding to sexual misconduct, the status and stipulations of state law, and the agency's investigative procedures related to inmate-on-inmate sexual violence.

Each team member may also complete an application form online at *www.nicic.org*. Whether applying online or by Form A, the supplemental infor-

mation must be provided. See "NIC-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

Contacts

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

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

Program Coordinator: Jaime Yarussi, Washington College of Law; telephone: 202–274–4385; e-mail: *jyarussi@wcl.american.edu*.

TECHNICAL ASSISTANCE

Staff Sexual Misconduct

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

For more information and to apply for technical assistance, see "Technical Assistance" (page 87).

PRISON RAPE ELIMINATION ACT (PREA) OF 2003

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 affect that sexual contact between offenders, and between offenders and correctional staff, may have on community safety is also considered.

The act 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."

NIC RESOURCES

The following resources to address sexual misconduct in correctional settings are available using the NIC Web site (*www.nicic.org*) or by calling the NIC Information Center toll-free at 800–877–1461.

Resource Packages

- Part 1: Facing Prison Rape, 2004.
- Part 2: Responding to Prisoner Rape, 2005.

Publications and Training Resources

- *Bibliography on Staff Sexual Misconduct With Offenders.*
- *Prison Rape Elimination Act and Local Jails: The Facts* (2006).
- *Sexual Misconduct in Prisons: Law, Remedies, and Incidence.*
- *Staff Perspectives: Sexual Violence in Adult Prisons and Jails—Trends From Focus Group Interviews* (2006).
- NIC's Annual Report to Congress on the Prison Rape Elimination Act, September 2004.
- "Investigating Allegations of Staff Sexual Misconduct With Inmates" (training resource).
- "Preventing and Addressing Staff Sexual Conduct in Community Corrections: A Training Program for Agency Administrators" (training resource).
- "Staff Sexual Misconduct With Inmates: Policy Development Guide for Sheriffs and Jail Administrators" (training resource).

Satellite/Internet Broadcasts

- "Addressing Staff Sexual Misconduct," satellite/Internet broadcast held on December 12, 2001 (VHS or DVD).
- "Assessing Your Agency's Response to Prison Sexual Assault," 6-hour satellite/Internet broadcast held on January 26–27, 2005 (DVD).
- "How the PREA Affects You," 3-hour satellite/Internet broadcast held on July 21, 2004 (DVD).
- "The Prison Rape Elimination Act of 2003: Preventing Sexual Abuse of Youth in Custody," 3-hour Satellite/Internet broadcast held on June 28, 2006.
- "A Town Hall Meeting To Address the Prison Rape Elimination Act," 3-hour satellite/Internet broadcast held in January 2005 during the Winter Conference of the American Correctional Association (DVD).

Web Page

NIC maintains a Web page on the implementation of the Prison Rape Elimination Act (PREA) of 2003 and related NIC assistance (*www.nicic.org/WebGateway_54.htm*). This Web page includes information about the following:

- NIC assistance and contacts related to PREA, including focus groups and summaries of regional workshops, broadcasts, information resources, and technical assistance including staff training and policy review.
- PREA grants to state and local governments through the Bureau of Justice Assistance to address inmate sexual assault.
- Research conducted and sponsored by the Bureau of Justice Statistics and the National Institute of Justice on the incidence and effects of prison rape and on the impact of sexual victimization in prisons and sexual violence in the context of other prison violence.
- The National Prison Rape Elimination Commission, including hearings and other events hosted by the Commission, and a link to the Commission's Web site (*www.nprec.us*).

Additional Resources From the Bureau of Justice Statistics

- *Sexual Violence Reported by Correctional Authorities, 2005* (*www.ojp.usdoj.gov/bjs/abstract/svrca05.htm*).
- *Status Report: Data Collections for the Prison Rape Elimination Act of 2003* (*www.ojp.usdoj.gov/bjs/abstract/dcprea03.htm*).

Resources Available From the American University, Washington College of Law, Washington, D.C.

NIC/WCL Project on Addressing Prison Rape

Since 1998, The American University, Washington College of Law (WCL) has worked under a cooperative agreement with the National Institute of Corrections (NIC) to provide training to high-level corrections decisionmakers on key issues in addressing staff sexual misconduct. In 2003, with the enactment of the Prison Rape Elimination Act, the focus of WCL's work shifted to addressing prison rape—both staff sexual misconduct with offenders and offender-on-offender rape.

The NIC/WCL Web page, "An End to Silence," (*www.wcl.american.edu/nic*) offers comprehensive information for correctional employees and offenders as well as information on state laws, legal responses to prison rape, available articles and publications, and links to related organizations.

Smith, Brenda V. (2002). *An End to Silence: Prisoner's Handbook on Identifying and Addressing Sexual Misconduct. 2d ed.*

Offender Workforce Development

The Offender Workforce Development Division, formerly the Office of Correctional Job Training and Placement, was established legislatively within the National Institute of Corrections (NIC) to encourage and support job training, placement, and retention programs by offering technical assistance, training, and information services to organizations that provide workforce development services for individuals with criminal records.

TRAINING PROGRAM

SITE TO BE DETERMINED*

Week 1 (07–T322): Jan. 21–26, 2007
Week 2 (07–T323): Mar. 5–9, 2007
Week 3 (07–T324): Apr. 16–20, 2007
Applications Due: Oct. 16, 2006

SITE TO BE DETERMINED*

Week 1 (07–T325): Aug. 5–10, 2007
Week 2 (07–T326): Sept. 17–21, 2007
Week 3 (08–T321): Oct. 22–26, 2007
Applications Due: May 15, 2007.

Note: The training program is a series of three 1-week training blocks. Participants are expected to attend all three blocks within the series.

Prior to the first day of class during week 1, participants are required to attend an evening orientation meeting.

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

Offender Workforce Development Specialist Partnership Training Program

Purpose

The purpose of this partnership training program is to help agencies develop the capacity locally to provide competency-based training for offender workforce development specialists who assist individuals who have criminal records with making informed decisions relative to job and career choices based on (1) their abilities, aptitudes, and interests and (2) information relevant to today's job market (e.g., occupational, educational, and labor market information).

Who Should Attend

This training program addresses the training competencies required for certification as a Global Career Development Facilitator (GCDF) through the Center for Credentialing in Education, Inc. Teams selected by invitation only will subsequently be provided Global Career Development Facilitator Instructor (GCDF–I) onsite within their respective jurisdictions. The training is designed for 10-member teams and each team must meet the following requirements:

- One or more members of the team must hold a master's degree in counseling (e.g., educational psychology, vocational rehabilitation, career counseling, or another field that includes career counseling course work).
- All team members must have the education and experience to qualify for either full or provisional certification as a GCDF. Each trainee is strongly encouraged to apply for certification or provisional certification on completion of the program.

- Three or more members of the team must meet the education and experience requirements to qualify for certification as a GCDF–I. Each trainee qualified for GCDF–I certification is strongly encouraged to apply for certification on completion of the program.
- Each team member must have basic skills as a trainer; however, experience is preferred.
- All members of the team must represent organizations that are directly or indirectly responsible for providing employment services for people with criminal records (i.e., job skills training, job and career counseling, placement, advancement, and retention).

This training qualifies for continuing education units (CEUs), and qualified applicants may apply for undergraduate or graduate credit.

See the *Administrative Guide: Offender Workforce Development Specialist Partnership Training Program* for more information on GCDF certification. The guide may be downloaded from the NIC Web site at *www.nicic.org.*

Description

The OWDS (Offender Workforce Development Specialist) Partnership Training Program consists of three blocks, each 4½ days in length, totaling 112 hours of classroom instruction. In addition, 68 hours of practicum and homework assignments must also be completed.

The three training blocks are scheduled approximately 5 weeks apart to allow participants to return home and take care of critical job responsibilities. Trainees complete mandatory practicum and reading assignments during these intervals. Before a trainee applies for the program, he or she should read the *Administrative Guide: Offender Workforce Development Specialist Partnership Training Program* and thoroughly discuss the course requirements with his/her administrator. Together, the administrator and the trainee should outline a plan to ensure that the trainee completes the practicum work between classroom training sessions.

The OWDS training program addresses the following competencies: career development theory and application, understanding and using facilitation skills, the role of assessment in career planning and job placement, instruction and group facilitation, designing and implementing training and work development services, barriers to employment, ethics of the career development facilitator, transition interventions for the offender population, job-seeking and employability skills, job retention, and the role of information and computers in career planning.

Blocks one and two of the program (Weeks 1 and 2) address the program's core competencies. Following that mastery, the third training block (Week 3) includes modules on collaboration, evaluation, and OWDS training instruction.

OWDS program objectives are to—

- Enhance participants' knowledge, skills, and abilities related to workforce development and career facilitation.

- Prepare a team action plan for conducting OWDS training for practitioners in their jurisdictions.
- Prepare trainees as Instructors of the OWDS curriculum.

Primary Sponsoring Agency

The OWDS Partnership Training Program is available to primary sponsoring agencies that have formally expressed an interest in building the local capacity (Instructors) to provide competency-based training for Offender Workforce Development Specialists who meet the course requirements for trainee certification as Global Career Development Facilitators through the National Board of Certified Counselors, Center on Credentialing and Education, Inc.

The primary sponsoring agency for this program must be a federal, state, or local public correctional agency that provides direct or indirect employment services for individuals with criminal records. The primary agency is responsible for submitting all requested information for the team's training consideration. The agency may determine the exact composition of the 10-person team. Teams must consist of employees from multiple agencies and organizations in collaboration on offender workforce development.

NIC will provide funding not to exceed $25,000 to a primary sponsoring agency through a cooperative agreement for a period of 18 months for use in meeting in part the cost to the jurisdiction of developing the local capacity for offering, on an ongoing basis, the OWDS training program. Each partnership is responsible for providing this training to a minimum of 25 trainees during the project period for which NIC will provide monitoring.

Co-sponsoring Agency

Co-sponsoring agencies may include organizations that work with public corrections or that assist individuals with criminal records in one or more of the following areas: job skills training and job and career counseling, placement, advancement, and retention. Locations where these services are provided may include other correctional agencies (jails, prisons, and community corrections) as well as colleges, private nonprofit and for-profit organizations, Department of Labor's One-Stop Career Centers, departments of vocational rehabilitation, faith-based and community organizations, and other related agencies.

For a description of the partnership program, visit the Offender Workforce Development Division Web site at *www.nicic.org* and review the *Administrative Guide: Offender Workforce Development Specialist Partnership Training Program*. If, after reviewing the *Administrative Guide*, you are interested in obtaining more information and stating your interest to be considered for a training partnership, please contact NIC's OWDS Program Contact, Francina Carter. Ms. Carter's contact information is listed below.

Application

Contact the National Career Development Association (NCDA) at 866–367–6232 or 918–663–7060 or *www.ncda.org* to receive a copy of the *Administrative Guide: Offender Workforce Development Specialist Partnership Training Program*. The document may also be downloaded from NIC's Web page at *www.nicic.org*. All application forms must be obtained from NCDA.

Program Contact

Francina C. Carter, Offender Workforce Development Division; toll-free telephone: 800–995–6423, ext. 40117, or 202–514–0117; e-mail: *fccarter@bop.gov*.

NIC RESOURCES

Publication

The following NIC publication focuses on the OWDS Partnership Training Program. To request a copy, contact the National Career Development Association (NCDA) at 866–367--6232 or 918–663–7060 or *www.ncda.org*:

- *Administrative Guide: Offender Workforce Development Specialist Partnership Training Program.*

NIC e-Learning Program (*http://nic.learn.com*)

The following NIC e-Learning program discusses four major career development theories and how to apply these theories to counseling offenders. The program, which is offered free of charge, is available online using NIC's Learning Center at *http://nic.learn.com* or on CD–ROM by contacting the NIC Information Center at 800–877–1461 or *www.nicic.org*:

- Career Development Theory and Its Application.

Women Offenders

The National Institute of Corrections remains committed to providing training and technical assistance in the area of women offenders to all constituent groups in adult corrections: jails, prisons, and community corrections, including pretrial defendants. Described here are training and technical assistance opportunities designed for senior-level administrators with policymaking authority to positively impact and create improved outcomes for criminal justice systems and for women involved in the criminal justice system.

During this fiscal year, NIC plans to further enhance its strategy to work more effectively with women offenders and defendants through a variety of means. These include incorporating emerging research and practice, which are the underpinning of the principles of gender-responsive strategies for women involved in the criminal justice system; making changes and adaptations to current NIC offerings, including information learned from other NIC initiatives to better address this particular population; addressing barriers that inhibit policy, programs, and operations from working in the best interest of women as they move through the criminal justice continuum; and increasing the focus on establishing and measuring intermediate and ultimate outcomes.

Please check the NIC Web site regularly as NIC will announce additional training and technical assistance opportunities specific to women offenders and defendants primarily through its Web site (*www.nicic.org*) as this fiscal year progresses.

TRAINING PROGRAM

NIC TRAINING CENTER
LONGMONT, CO

Dates: June 11–15, 2007
Program: 07–H501
Applications Due: March 9, 2007

Women Offenders: Developing an Agencywide Approach

Who Should Attend

Three-person teams from jails, prisons, or community corrections agencies that will commit to developing an agencywide plan for an effective response to women offenders. It is expected that participants will develop their plan through activities that involve needs assessment to include data gathering, collaboration with partners internal and external to their department, and establishing measurable goals. Teams must include an agency administrator with authority to direct resources to effect the planned changes in policy and practice and two managers who are responsible for implementation. Applications without this level of participant will not be accepted.

Description

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

Application Requirements

Each team member must complete Form A (page 123); only one supplementary statement for the team is required. The statement must describe a critical issue facing the agency in the management of women offenders, the role of each team member in implementing a systemic plan for working with women offenders, and the team's commitment to meet with senior management to review the plan developed.

Each team member 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 Training Center Programs in Longmont, Colorado" (page 105) for logistical information.

Contact

Maureen Buell, Administration Division: Special Projects; toll-free telephone: 800–995–6423, ext. 40121, or 202–514–0121; e-mail: *mbuell@bop.gov.*

SEE ALSO . . .

- Improving Correctional Responses to Women Offenders (page 28).
- Operational Practice in Women's Prisons (page 64).
- NIC Web site: *www.nicic.org.*

TECHNICAL ASSISTANCE

Improving Correctional Responses to Women Offenders

Who Should Apply

Training and technical assistance offered by the National Institute of Corrections (NIC) have generally been designed to reach a broad range of policymakers who can influence policies and practices concerning women who come in contact with the criminal justice system. However, training and technical assistance are available for local jurisdictions to examine and improve their responses to this population as well. Criminal justice agencies, which include courts, pretrial staff, jails, prisons, and community corrections interested in designing more effective policy and practices for women offenders should apply.

Technical assistance is offered to address a broad range of issues that impact women offenders and defendants. Particular attention will be given to requests that are based on an identified need, require collaborative efforts, are systemic in nature and are designed to improve outcomes for women offenders.

Description

Women continue to come in contact with the criminal justice system at alarming rates. Since 1995, the annual growth in the number of women under the jurisdiction of state and federal prison authorities has averaged 4.7 percent, higher than the 3.0 percent average increase for their male counterparts. On June 30, 2005, women represented 7.0 percent of all prison inmates, up from 6.1 percent at yearend 1995.[1]

The female jail population continues to grow at a faster rate than the male population as well. On average, the adult female jail population has grown 6.2 percent annually in the past 10 years, while the adult male population has grown 3.7 percent.[2]

At yearend 2004, almost one in four probationers were women. Nationwide women represented a slightly larger percentage of the probation population in 2004 than in 1995. Women were 23 percent of adults on probation in 2004 (957,600), up from 21 percent in 1995. Likewise, at yearend 2004 women were

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[1] Harrison, P.M. and Beck, A.J. (2006). *Prison and Jail Inmates at Midyear 2005*. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, NCJ 213133 (*www.ojp.usdoj.gov/bjs/abstract/pjim05.htm*).

[2] Ibid.

about one out of every eight adults on parole (94,400) and represented 12 percent of adults under parole supervision, up from 10 percent in 1995.[3]

The criminal justice system often operates within the boundaries of pretrial, jails, prisons, and community corrections. Many of the services and programs offered by NIC recognize that women frequently cycle among these systems.

Application Requirements

Agencies with the sole or shared responsibility for managing women who come in contact with the criminal justice system may apply for limited, short-term technical assistance. To apply for technical assistance, see "Technical Assistance" (page 87).

Contact

Maureen Buell, Administration Division: Special Projects; toll-free telephone: 800–995–6423, ext. 40121, or 202–514--0121; e-mail: *mbuell@bop.gov*.

NIC RESOURCES

Resources available from NIC on women offenders include the following. To request copies, see "Information Services" (page 81).

Publications and Training Resources

- *Annotated Bibliography on Women Offenders: Prisons, Jails, Community Corrections, and Juvenile Justice* (Web-accessible items from 2001 through March 2006).
- *Classification of Women Offenders: A National Assessment of Current Practices.*
- *Classification of Women Offenders in State Correctional Facilities*.
- *Developing Gender-Specific Classification Systems for Women Offenders*.
- *Directory of Community-Based Programs for Women*.
- *Gender-Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders*.
- *Responding to Women Offenders in the Community: Topics in Community Corrections*.

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[3] Glaze, L.E. and Palla, S. (2005). *Probation and Parole in the United States, 2004*. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, NCJ 210676 (*www.ojp.usdoj.gov/bjs/abstract/ppus04.htm*).

- *Serving Children and Families of Adult Offenders: A Directory of Programs*.
- *Staffing Analysis for Women's Prisons and Special Populations: Special Issues in Corrections*.
- *Women in Jail: Classification Issues*.
- *Women in Jail: Facility Planning Issues*.
- *Women in Jail: Legal Issues*.
- "Sentencing Women Offenders: A Training Curriculum for Judges." (training resource).

NIC's Bulletin Series on Gender-Responsive Strategies for Women Offenders

- *A Summary of Research, Practice, and Guiding Principles for Women Offenders.*
- *Supervision of Women Defendants & Offenders in the Community.*
- *Systemic Criminal Justice Planning: Improving Responses to Women Offenders in Hamilton County, Ohio*.
- *Responding to Women Offenders: The Department of Women's Justice Services in Cook County, Illinois*.
- *The Gender-Responsive Strategies Project: Jail Applications*.
- *Using Jail Exit Surveys To Improve Community Responses to Women Offenders*.

Satellite/Internet Broadcasts

- "Children of Prisoners: Children of Promise," 3-hour satellite/Internet broadcast held in June 2003 (DVD).
- "Community Supervision: Using a Strength-Based, Family-Focused Approach," 3-hour satellite/Internet broadcast held in March 2005 (DVD).
- "Female Offenders and the Community," satellite/Internet broadcast held in July 2001 (VHS or DVD).

NIC e-Learning Program (*http://nic.learn.com*)

- Workforce Development and Women Offenders.

Web Page

NIC maintains a Web page on women offender issues at its Web site: *www.nicic.org*. In this location, you will find information on training and technical assistance regarding the management of women offenders for all components of corrections; publications; information and policy development projects; and links to related Web sites on women, children, and families in the criminal justice system.

Correctional Health Care

A POLICY APPROACH TO OFFENDER MENTAL HEALTH SERVICES

Since the mid-1980s, NIC has assisted correctional administrators to help mentally ill individuals who have become involved in the criminal justice system. NIC targeted technical assistance, training programs, forums, and publications have focused on this offender population.

Increasing numbers of mentally ill offenders continue to have an impact on the entire criminal justice system. This includes the growing numbers of mentally ill offenders who have strained the resources of correctional systems that are not designed or staffed to manage them. Jails, prisons, and the spectrum of community corrections agencies struggle with how to access resources to serve this population.

The revolving door for individuals with mental illness who cycle in and out of the criminal justice system is not a new concept. However, the criminal justice process that turns its revolving door for this population beckons a deeper analysis. Mentally ill offenders admitted justly to the criminal justice system based on the seriousness of their behavior need to be distinguished from mentally ill individuals admitted as means of removing them from the community based on their disturbing but not criminal behavior (e.g., indigent mentally ill, public nuisance, vagrancy, and homelessness).

Too often, mental health services for the mentally ill in contact with the criminal justice system consist of emergency room admissions or admissions to the local jail. Likewise, under the ruling of some mental health courts, time has been extended for some probation cases because of mental health episodes and not because of the seriousness of an offender's behavior.

Through this initiative, NIC aims to unite public health and mental health policymakers with the expectation that together, they will develop strategies to improve the criminal justice system's response to individuals with mental illness. This initiative recognizes that the issue of mental illness cuts across the full spectrum of criminal justice—pretrial defendants, offenders housed in jail and prison systems, and offenders under community supervision.

SEE ALSO . . .

Jail Mental Health Services, (p. 51).
Correctional Health Care, (p. 69).

SEE ALSO . . .

NIC's Web site *(www.nicic.org)* for links to these related Web sites:

- The Consensus Project.
- Mental Health in Corrections Consortium.
- National Alliance for the Mentally Ill.
- National Center for Mental Health and Juvenile Justice.
- National GAINS Center.
- National Institute of Mental Health.
- National Mental Health Association.
- U.S. Department of Health and Human Services.

Jails: Programs and Services

Jails: Programs and Services

Jail Administration

Training Programs

Administering the Small Jail
Jail Administration

Technical Assistance

Small Jails: State-Based Assistance

NIC Resources

Inmate Behavior Management

Training Programs

Inmate Behavior
How To Run a Direct-Supervision Housing Unit: Training for Trainers

Technical Assistance

Inmate Behavior Management
Interpersonal Communications in the Correctional Setting (IPC)
Direct Supervision

NIC Resources

New Jail Planning

Training Programs

Planning of New Institutions: Taking Control of the Planning Process
Managing Jail Design and Construction

Technical Assistance

Jail and Justice System Assessment
Transition Assistance
General Technical Assistance

NIC Resources

Jail Standards and Inspections

Training and Technical Assistance

Jail Mental Health Services

Technical Assistance

NIC Resources

Managing Transition From Jail to the Community

Cooperative Agreement

Jail Administration

A wide variety of challenges are inherent in jail administration, and jail administrators need specific types of information and tools to manage their operations effectively. The National Institute of Corrections (NIC) Jails Division provides training, technical assistance, and information on the administration of jail functions.

TRAINING PROGRAMS

Administering the Small Jail

NIC TRAINING CENTER LONGMONT, CO

Dates: Jan. 7–11, 2007
Program: 07–J2801
Applications Due: Oct. 6, 2006

Dates: May 6–10, 2007
Program: 07–J2802
Applications Due: Feb. 6, 2007

Dates: Sept. 16–20, 2007
Program: 07–J2803
Applications Due: June 15, 2007

Who Should Attend

Administrators of jails in which the organizational structure does not include a level of management between the administrator and first-line supervisors or line staff. The administrator directs overall operations, but also may routinely assume responsibility for mid-level and line functions, such as policy and procedure development, staff training, inmate supervision, booking and release, and inmate transport.

Description

The NIC Jails Division developed "Administering the Small Jail" in recognition of the unique circumstances of the small jail administrator. This 36-hour program focuses on effective practices in the areas of administrative liability; jail standards; policy and procedure; inmate behavior management; staffing needs; staff training; fire, safety, and sanitation; and documentation from the small jail perspective. Program participants explore effective practices in each of these areas, assess the operations of their own jails, and develop plans for improvement.

Application Requirements

Applicants must submit Form A (page 123) and an organizational chart with their position highlighted. Applicants may also complete an application form online at *www.nicic.org.* See "NIC Training Center Programs in Longmont, Colorado" (page 105) for logistical information.

Contact

Richard Geaither, Jails Division; toll-free telephone: 800–955–6429, ext. 139; e-mail: *rgeaither@bop.gov.*

NIC TRAINING CENTER LONGMONT, CO

Dates: Mar. 11–15, 2007
Program: 07–J2601
Applications Due: Dec. 11, 2006

Dates: Sept. 9–13, 2007
Program: 07–J2602
Applications Due: June 8, 2007

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (pages 125, 127, or 129, respectively).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 123) and the supplemental information requested in the program 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.

Jail Administration

Who Should Attend

Administrators of jails in which the organizational structure includes at least one level of management between the jail administrator and shift supervisors. The jail administrator directs overall operations and delegates responsibility for many key functions to mid-level managers.

Description

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

Application Requirements

Applicants must submit Form A (page 123) and an organizational chart with their position highlighted. Applicants may also complete an application form online at *www.nicic.org*. See "NIC Training Center Programs in Longmont, Colorado" (page 105) for logistical information.

Contact

Alan L. Richardson, Jails Division; toll-free telephone: 800–995–6429, ext. 143.

Betsy Matten, Jails Division; toll-free telephone: 800–955–6429, ext. 146; e-mail: *bmatten@bop.gov*.

TECHNICAL ASSISTANCE

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

For more information and to apply for technical assistance, see "Technical Assistance" (page 87).

Small Jails: State-Based Assistance

Who Should Apply

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

Description

Participants will attend the training programs at their own expense. NIC will provide the trainers and training materials. Primary training programs include "The Jail as a Part of County Government," "Administering the Small Jail," and "Jail Resource Management." Other training will be provided based on need and may address such topics as jail liability, policy and procedure development, cost-effective staff training, and inmate behavior management.

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

Administering the Small Jail
The NIC Jails Division developed "Administering the Small Jail" in recognition of the unique circumstances of the small jail administrator. This 36-hour program focuses on effective practices in the areas of administrative liability; jail standards; policy and procedure; inmate behavior management; staffing needs; staff training; fire, safety, and sanitation; and documentation from the small jail perspective. Program participants explore effective practices in each of these areas, assess the operations of their own jails, and develop plans for improvement.

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

Application Requirements

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

Contact

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

NIC RESOURCES

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

- "Alleviating Jail Crowding: A Systemic Approach," satellite/Internet broadcast held on April 18, 2001 (VHS or DVD).
- "Beyond the Myths: The Jail in Your Community" (VHS or DVD).
- *Budget Guide for Jail Administrators: Beyond Budget Allocation—Sources of Funding and Services.*
- *Budget Guide for Jail Administrators: Developing the Budget.*
- *Budget Guide for Jail Administrators: Managing the Budget.*
- *Developing/Revising Detention Facility Policies and Procedures.*
- *Guidelines for Developing a Criminal Justice Coordinating Committee.*
- *How To Collect and Analyze Data.*
- *Jail Crowding: Understanding Jail Population Dynamics.*
- *Jail Design and Operations and the Constitution.*
- *Preventing Jail Crowding: A Practical Guide* (second edition).
- *Recruitment, Hiring, and Retention: Current Practices in U.S. Jails.*
- *Resource Guide for Jail Administrators.*
- *Staffing Analysis Workbook* (second edition).
- *Staff-to-Inmate Ratios: Why It's So Hard To Get to the Bottom Line.*
- *Women in Jail: Legal Issues.*

NIC e-Learning Program (*http://nic.learn.com*)

- NIC Staffing Analysis for Jails.

To request copies, see "Information Services" (page 81).

Inmate Behavior Management

Managing inmate behavior is the core function of jails. Historically, jails have emphasized the physical containment of inmates over actively supervising them and managing their behavior. This has resulted in problems commonly associated with jails, such as violence, vandalism, and unsanitary conditions. These problems create dangerous conditions for both staff and inmates and can be costly for taxpayers. To address this issue, the NIC Jails Division has developed training programs, technical assistance, and information to help jails better manage inmates. In fiscal year 2007, the Jails Division's services focus on the development of an inmate behavior-management plan in jails and on the design and management of podular direct-supervision jails.

TRAINING PROGRAMS

NIC TRAINING CENTER
LONGMONT, CO

Dates: Apr. 22–27, 2007
Program: 07–J2302
Applications Due: Jan. 22, 2007

Dates: Aug. 5–10, 2007
Program: 07–J2303
Applications Due: May 4, 2007

Inmate Behavior Management

Who Should Attend

Three-person teams consisting of (1) the jail administrator, (2) the person in charge of the security staff, and (3) the person in charge of the inmate classification system.

Description

This 42-hour program teaches participants the information and skills necessary to develop a formal plan to manage inmate behavior in their respective jails. It presents the six components of an inmate behavior-management plan, as follows:

- Assessing the risks and needs each inmate presents (inmate classification).
- Developing an inmate housing plan.
- Meeting basic inmate needs.
- Defining and conveying expectations for inmate behavior.
- Supervising inmates.
- Keeping inmates productively occupied.

For each component, participants are taught why the component is essential to the plan, the elements of the component, and the implementation strategies. The need for full integration of all components is also discussed. Participants work

within their agency teams to assess where their jail currently stands in relation to each component and what improvements need to be made. Participants also identify the support, training, and other resources necessary to develop and implement the inmate behavior-management plan.

Application Requirements

Applicants must submit Form A (page 123) and an organizational chart with their position highlighted. Applicants may also complete an application form online at *www.nicic.org.* See "NIC Training Center Programs in Longmont, Colorado" (page 105) for logistical information.

Contacts

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

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

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

NIC TRAINING CENTER LONGMONT, CO

Dates: June 4–14, 2007
Program: 07–J2201
Applications Due: March 2, 2007

Who Should Attend

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

Description

This 74-hour program teaches participants the skills to deliver the "How To Run a Direct-Supervision Housing Unit" curriculum to line staff. Participants experience the housing unit curriculum as trainees, are trained in curriculum materials and delivery methods, and present the curriculum to demonstrate proficiency. They are given all the materials needed to provide specialized training to line staff in working face-to-face with inmates in a direct-supervision setting.

Application Requirements

Applicants must attach to Form A (page 123) the following:

If the agency is opening a new direct-supervision jail, and *does not* currently operate a direct-supervision facility, then—

> A letter that provides the opening date for the new jail, the role of the applicant in the transition process, the type of training experience each applicant has, a statement declaring that it is understood that the trainers will return to the agency and train additional staff to be trainers in this curriculum, and an agreement that the team will deliver the 32-hour housing unit curriculum at least once during the coming year.

If the agency is currently operating a direct-supervision jail, then—

> A letter that provides information about the current jail (how long it has been open, the number of staff and inmates), the type of training experience each applicant has, whether the agency has previously received this training and when the training was received, a statement declaring that it is understood that the trainers will return to the agency and train additional staff to be trainers in this curriculum, and an agreement that the team will deliver the 32-hour housing unit curriculum at least once during the coming year.

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

See "NIC Training Center Programs in Longmont, Colorado" (page 105) for logistical information.

Contact

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

TECHNICAL ASSISTANCE

Inmate Behavior Management

NIC offers technical assistance to help jails assess and improve their management of inmate behavior. This may include assistance related to implementation of a formal inmate behavior management plan or may include assistance related to any one of the six components of an inmate behavior management plan, such as inmate classification or supervision.

Interpersonal Communications in the Correctional Setting (IPC)

NIC offers a training for trainers in the area of interpersonal communications to agencies that are interested in hosting a class that includes participant teams from other agencies. The curriculum is designed to provide agency trainers with the information and tools to teach their staff the importance of communicating with inmates, thus allowing them to avoid unnecessary conflicts.

Direct Supervision

Direct-Supervision Assessment Tool

Jurisdictions operating direct-supervision jails may request technical assistance in administering the Self-Audit Instrument for Administrators of Direct-Supervision Jails. This instrument is designed to assess how well the concepts and principles of direct supervision are being implemented in the facility.

Site Visits

Jurisdictions planning, opening, or operating direct-supervision jails may request assistance via a site visit for up to three people to see up to two direct-supervision jails in operation. This technical assistance is intended to allow agencies to develop new operational ideas for their new or existing direct-supervision jails. It is a requirement that jurisdictions requesting this assistance tour direct-supervision jails within a day's driving distance of their location (if any are available) before requesting this assistance. Staff going on the site visit must be in a position to provide policy direction or decisions.

For more information and to apply for technical assistance, see "Technical Assistance" (page 87).

NIC RESOURCES

NIC has available various resources related to inmate behavior management, inmate classification and podular direct supervision, including:

- *Audits of Podular Direct-Supervision Jails.*
- *Direct Supervision Jails: 2006 Sourcebook.*
- *How To Collect and Analyze Data.*
- *Interpersonal Communications in the Correctional Setting* (training resource).
- "Jails in America: A Report on Podular Direct Supervision" (VHS or DVD).
- *Objective Jail Classification Systems: A Guide for Jail Administrators.*
- *Podular Direct-Supervision Jails Information Packet.*
- *Resource Guide for Jail Administrators (*Chapter 9: Inmate Behavior Management).
- *Self-Audit Instrument for Administrators of Direct-Supervision Jails.*
- *Women in Jail: Classification Issues.*

To request copies, see "Information Services" (page 81).

New Jail Planning

Local jurisdictions face a wide variety of challenges when deciding whether to build a new jail. If they make a decision to build, they face further challenges in the planning, construction, and operation of a new jail. The NIC Jails Division provides training, technical assistance, and information related to new jail planning. These services address issues such as factors to consider in making the decision to build a new jail; the crucial importance of owner involvement in all phases of the project; and information related to designing, constructing, and occupying the new facility.

TRAINING PROGRAMS

Planning of New Institutions: Taking Control of the Planning Process

NIC TRAINING CENTER
LONGMONT, CO

Dates: Mar. 26–29, 2007
Program: 07–J2101
Applications Due: Dec. 26, 2006

Who Should Attend

This program is designed for four-person teams from jurisdictions that have made a firm decision to construct a jail, are ready to take control of the project, and are willing to engage in a major planning effort. Team members must have key policymaking and decisionmaking roles in the new jail project. The team must include the sheriff or director of corrections, the jail administrator, a county commissioner or county supervisor, and the county executive or administrator. If the jurisdiction has an architect, project manager, or criminal justice planner under contract for the project, he/she may be included as a fifth member of the team at the jurisdiction's expense.

Description

This 32-hour program familiarizes participants with all aspects of the new jail planning process and helps them develop a team approach to planning. Most jurisdictions will have the opportunity to plan only one jail. Owner involvement throughout the planning process is crucial to the success of the planning effort and, ultimately, the successful construction and operation of the new jail. Decisions made at this stage of the planning process will affect the remainder of the project.

This program does not teach participants how to design a jail; instead, it teaches the importance of indepth planning before starting jail design. Concepts are taught through case studies, allowing participants to get "hands-on" experience

in planning methods. The program focuses on the critical elements of planning a new facility, including collecting and using data, prearchitectural programming, site evaluation, project management, and determining staffing needs. Although criminal justice planners and architectural firms have the technical expertise to plan and design the new jail, the jurisdiction will operate that jail long after they are gone. Therefore, it is important that the jail is designed to meet the operational and space needs of the jurisdiction and the agency that will operate it.

Application Requirements

Applicants must submit Form A (page 123). Applicants may also complete an application form online at *www.nicic.org.* See "NIC Training Center Programs in Longmont, Colorado" (page 105) for logistical information.

Contact

Alan L. Richardson, Jails Division; toll-free telephone: 800–995–6429, ext. 143.

Betsy Matten, Jails Division; toll-free telephone: 800–955–6429, ext. 146; e-mail: *bmatten@bop.gov.*

NIC TRAINING CENTER LONGMONT, CO

Dates: Nov. 13–16, 2006
Program: 07–J2104
Applications Due: Aug. 11, 2006

Dates: Apr. 30–May 3, 2007
Program: 07–J2105
Applications Due: Jan. 29, 2007

Managing Jail Design and Construction

Who Should Attend

This program is designed for two- or three-person teams from agencies that are in the early stages of designing a new jail. Team members must have key policymaking and decisionmaking roles in the new jail project. Teams must also include (1) the operator's representative, such as the sheriff or jail administrator (mandatory); (2) the agency representative responsible for representing the agency's interest in the design and construction project such as the project manager (mandatory); and (3) the owner's representative, such as the county manager or county board member (optional team member). Successful applicants may, or may not, have hired an architect.

Description

For a new jail to operate effectively, its design must reflect and facilitate the intended operations. All too often, owners and operators of new jails relinquish design decisions to architects and contractors, then discover they must "fit" their operations to the physical plant—to the detriment of operations over the lifetime of the jail. This program will focus on the skills and abilities needed for an agency to take control of this process. It will help the participants take an active role in managing the day-to-day activities, resolving problems, and making decisions related to the design and construction process.

This 32-hour program teaches participants how to read and interpret facility planning documents, specifications, and schedules, as well as how and why

changes occur during construction and how to manage them. The program introduces participants to project management and clarifies the participants' roles and responsibilities related to the development, design, and construction of the new jail.

Note: This program is not intended to teach participants how to plan and design a new jail. It focuses instead on their role in directing the design and construction processes.

Application Requirements

Applicants must submit Form A (page 123). Applicants may also complete an application form online at *www.nicic.org.* See "NIC Training Center Programs in Longmont, Colorado" (page 105) for logistical information.

Contact

Alan L. Richardson, Jails Division; toll-free telephone: 800–995–6429, ext. 143.

Betsy Matten, Jails Division; toll-free telephone: 800–955–6429, ext. 146; e-mail: *bmatten@bop.gov.*

TECHNICAL ASSISTANCE

Technical assistance is available to support new jail planning.

Jail and Justice System Assessment

For more information and to apply for technical assistance, see "Technical Assistance" (page 87).

Jurisdictions considering renovating an existing jail or constructing a new one can apply for assistance in evaluating their current facility and the role of their jail in the local criminal justice system. NIC will assess the physical condition of the jail and interview criminal justice stakeholders about policies and practices that affect the jail. The assistance will result in recommendations related to new construction or renovation and observations concerning areas of the local justice system that have an impact on the jail population. The recommendations and observations will be presented at a meeting of local officials, jail practitioners, and community members and documented in a followup report.

Transition Assistance

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

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

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

General Technical Assistance

Technical assistance is available on other issues related to new jail planning. For more information and to apply for technical assistance, see "Technical Assistance" (page 87).

NIC RESOURCES

Publications and Video Resources

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

- "Beyond the Myths: The Jail in Your Community" highlights the role of the jail in local criminal justice, basic jail functions, the complexity of jail operations, and challenges faced by jails (VHS or DVD).
- *Building Community Support for New Jail Construction.*
- *Guidelines for Developing a Criminal Justice Coordinating Committee.*
- *How To Collect and Analyze Data.*
- *Jail Crowding: Understanding Jail Population Dynamics.*
- *Jail Design Guide.*
- *Jail Design Review Handbook.*
- *Jail Design and Operations and the Constitution.*
- *Jail Planning and Expansion: Local Officials and Their Roles.*
- *Jail Site Evaluation and Selection.*
- *Preventing Jail Crowding: A Practical Guide* (second edition).
- *Resource Manual for Transition to a New Jail.*
- *Staffing Analysis Workbook* (second edition).
- *Women in Jail: Facility Planning Issues.*

NIC *e-Learning Program* (*http://nic.learn.com*)

- NIC Staffing Analysis for Jails.

To request copies, see "Information Services" (page 81).

Jail Standards and Inspections

TRAINING AND TECHNICAL ASSISTANCE

For more information and to apply for technical assistance, see "Technical Assistance" (page 87).

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

Jail standards agencies that would like to apply for technical assistance or partner with NIC in providing training to the jails they serve should write a letter to the Jails Division expressing their interest. The letter must be signed by the agency's chief executive officer. To apply for technical assistance, see "Technical Assistance" (page 87).

Contact

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

Jail Mental Health Services

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

TECHNICAL ASSISTANCE

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

To apply for technical assistance, see "Technical Assistance" (page 87).

NIC RESOURCES

NIC has a variety of resources available that address the issue of the mentally ill in jail, including the following:

- *Jail Diversion for the Mentally Ill: Breaking Through the Barriers.*
- "Jail Inmates With Mental Illness: A Community Problem," satellite/Internet broadcast held on April 17, 2002 (VHS or DVD).
- *National Study of Jail Suicides: Seven Years Later.*
- *Proceedings of a National Forum on Creating Jail Mental Health Services for Tomorrow's Health Care Systems.*
- "Training Curriculum on Suicide Detection and Prevention in Jails and Lockups."

To request copies, see "Information Services" (page 81). In addition, *Jail Suicide/Mental Health Update,* a quarterly newsletter on jail mental health issues and suicide prevention, is available from the National Center on Institutions and Alternatives.

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

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

Recent issues of the Mental Health Update are available on the Internet at: *www.ncianet.org/cjjsl.cfm.*

SEE ALSO . . .

- A Policy Approach to Offender Mental Health Services (page 31).
- Correctional Health Care (page 69).

Managing Transition From Jail to the Community

COOPERATIVE AGREEMENT

Who Should Apply

During fiscal year 2007, a cooperative agreement award will be made to an organization that will help NIC design a jail/community transition model, implement it in a limited number of localities, evaluate its impact, and share what has been learned. Late in the fiscal year, two jurisdictions will be selected to begin testing the model before NIC expands assistance to four additional jurisdictions.

Description

Regardless of their custody status, many individuals in jail are or will soon be consumers of both corrections and other public resources. Corrections and human service agencies/providers are working jointly to better prepare offenders and communities for the inevitable release from confinement. "Reentry" and "transition" are the two terms commonly used to describe the related activities and programs. Successful reentry at the local level is paramount to improving the safety of our communities and breaking the cycle of recidivism. Crucial to achieving system change at the community level is collaboration between jails and the myriad of community-based services including health, mental health, job skills development, transportation, identification, housing, faith communities, and employment.

It is expected that the primary Transition from Jail to the Community (TJC) components will include—

- ***Build the TJC Model***: A cooperative agreement provider will offer expertise, facilitation, documentation, and staff/consultant support activities to develop the TJC model.
- ***Implement the TJC Model***: The scope of work will include testing the model in two selected sites before adding four more jurisdictions.
- ***Conduct Evaluation***: A key component will be evaluation to determine the impact of TJC activities on impacted jails/communities.
- ***Develop Products To Share Learning***: Recognizing that NIC can only provide direct assistance to a very small portion of all the jails/communities, develop outreach tools such as a *TJC Implementation Manual for Jails and Local Communities*, an NIC Learning Center TJC module, monographs, and articles.

Request for Applications/Proposals

A Request for Proposals for an organization to assist in the development of the model and then take the lead in managing the implementation process will be published in the *Federal Register*.

Contact

Kermit Humphries, Administration Division: Special Projects; toll-free telephone: 800–995–6423, ext. 40118, or 202–514–0118; e-mail: *khumphries@bop.gov*.

Prisons: Programs and Services

Prisons: Programs and Services

Leadership and Management

Training Programs

- Executive Forum for Deputy Directors
- Executive Leadership for Women
- Executive Training for New Wardens
- Correctional Leadership for Women

NIC Resources

Prison Management and Operations

Training Programs

- Conducting Prison Security Audits
- Managing the Multigenerational Workforce
- Operational Practice in Women's Prisons
- Management of Violent, High-Risk, and Supermax Inmates
- Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions

Technical Assistance

- Prison Management and Operations
- Objective Classification

NIC Resources

Correctional Health Care

Technical Assistance

NIC Resources

Leadership and Management

The National Institute of Corrections (NIC) encourages correctional agency administrators to review and select courses offered in the "All Corrections Disciplines" section (page 3) of this service plan in addition to the leadership and management courses offered in this section.

TRAINING PROGRAMS

Executive Forum for Deputy Directors

Who Should Attend

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

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

Description

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

Application Requirements

Applicants must submit Form A (page 123). Applicants may also complete an application form online at *www.nicic.org.* See "NIC-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

Contact

BeLinda P. Watson, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 30483, or 202–353–0483; e-mail: *bpwatson@bop.gov.*

SITE TO BE DETERMINED*

Dates: Oct. 16–20, 2006

Program: 07–P801

Applications Due: July 14, 2006

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

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (pages 125, 127, or 129, respectively).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or in an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 123) and the supplemental information requested in the program 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.

Executive Leadership for Women

See page 7.

Executive Leadership for Women

To better meet the needs of the corrections field and the challenges that it faces, the National Institute of Corrections (NIC) began a realignment of its Leadership and Management Development Initiative in 2005. To reflect this realignment, several training programs for women correctional leaders that have appeared in the "Prisons" section of the adult service plan in past years will appear under "All Corrections Disciplines" in this and future service plans. The training programs in this initiative include the following:

- Executive Excellence (page 5).
- **Executive Leadership for Women (page 7).**
- Correctional Leadership Development (page 8).
- Correctional Leadership for Women (page 9).
- Management Development for the Future (MDF) (page 10).
- Management Development for Women and Minorities (page 11).

NIC's Executive Leadership for Women program is designed for women who are senior correctional managers in jails, prisons, and community corrections at or above a level comparable to jail administrator, warden/superintendent, and deputy director of probation, parole and community corrections and who wish to become chief executives of state departments of corrections. For additional information and application requirements, see page 7 in the "All Corrections Disciplines" section.

Executive Training for New Wardens

SITES TO BE DETERMINED*

Dates: Nov. 13–17, 2006
Program: 07–P2501
Applications Due: Aug. 11, 2006

Dates: Apr. 16–20, 2007
Program: 07–P2502
Applications Due: Jan. 15, 2007

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

Who Should Attend

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

Description

This 36-hour program enhances skills in areas essential to effective leadership and administration of a prison. Some of the topics to be discussed include institutional culture, central office relationships, fiscal decisionmaking, human resource management, media relations, action planning, and self-management. The option of working with an executive coach for up to 1 year will be available to participants.

Application Requirements

Applicants must attach to Form A (page 123) a statement that describes when they were appointed warden; the name, location, security level, and size (staff and inmates) of their institutions; and how this program will benefit them and their agencies.

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-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

Contact

BeLinda P. Watson, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 30483, or 202–353–0483; e-mail: *bpwatson@bop.gov.*

Correctional Leadership for Women

See page 9.

Correctional Leadership for Women

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- Executive Excellence (page 5).
- Executive Leadership for Women (page 7).
- Correctional Leadership Development (page 8).
- **Correctional Leadership for Women (page 9).**
- Management Development for the Future (MDF) (page 10).
- Management Development for Women and Minorities (page 11).

This program, "Correctional Leadership for Women," formerly known as "State Correctional Leadership for Women," is relevant to all corrections disciplines. The program is designed for women with supervisory responsibility in jails, prisons, and community corrections at or above a level comparable to deputy jail administrator; jail department head; institution/prison captain; head of a probation, parole, community corrections, or community sentencing department; or regional district manager. This program is aimed particularly at women serving in these roles who have a strong likelihood of promotion to senior-level management. For additional information and application requirements, see page 9 in the "All Corrections Disciplines" section.

NIC RESOURCES

NIC has a variety of resources related to leadership and management, which include the following:

- *Correctional Leadership Competencies for the 21st Century: Executives and Senior-Level Leaders.*
- *Correctional Leadership Competencies for the 21st Century: Manager and Supervisor Levels.*

To request copies, see "Information Services" (page 81).

Prison Management and Operations

TRAINING PROGRAMS

SITES TO BE DETERMINED*

Dates: Mar. 26–30, 2007
Program: 07–P3201
Applications Due: Dec. 22, 2006

Dates: June 4–8, 2007
Program: 07–P3202
Applications Due: Mar. 2, 2007

Dates: Sept. 10–14, 2007
Program: 07–P3203
Applications Due: June 8, 2007

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

Conducting Prison Security Audits

Who Should Attend

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

Description

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

Application Requirements

Applicants must attach to Form A (page 123) a statement that describes their correctional experience, their current assignment and responsibilities related to security, and the security level and size of their facility.

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-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

Contact

BeLinda P. Watson, Community Corrections/Prisons Division;
toll-free telephone: 800–995–6423, ext. 30483, or 202–353–0483;
e-mail: *bpwatson@bop.gov.*

Managing the Multigenerational Workforce

SITE TO BE DETERMINED*

Dates: May 7–9, 2007
Program: 07–P2901
Applications Due: Feb. 6, 2007

Dates: May 9–11, 2007
Program: 07–P2902
Applications Due: Feb. 6, 2007

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

Who Should Attend

Two- or three-person teams of individuals working in a state department of corrections whose job responsibilities include training in their agencies. Two-person teams must consist of a trainer and a supervisor. Teams must be composed of representatives from at least two generational groups, e.g., Veterans (1922–43), Baby Boomers (1944–64), Generation Xers (1964–80), or Millennials (1980 and after). For three-person teams, an additional staff person who has overall training responsibility for the agency may be proposed as the third team member.

Description

This 24-hour training program provides an overview of the dynamics related to generational differences in the workplace and teaches team members how to deliver the program (8-hour training segment) in their respective agencies and how to conduct a mock training program (16-hour training segment). Topics include understanding differences between generations, forging better working relationships that include generational diversity, and using each generation's unique characteristics to enhance the work environment.

Application Requirements

Each team member must complete Form A (page 123); only one supplemental statement for the team is required. The statement must describe each team member's current position and generation group.

Team members 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-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

Contact

BeLinda P. Watson, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 30483, or 202–353–0483; e-mail: *bpwatson@bop.gov.*

SITE TO BE DETERMINED*

Dates: Oct. 23–27, 2006

Program: 07–P3101

Applications Due: Aug. 22, 2006

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

Operational Practice in Women's Prisons

Who Should Attend

Wardens and senior operational supervisors in state women's prisons or central office personnel with administrative responsibility for women's prisons.

Description

This 36-hour program explores issues that are key to policy development and operational practice in the management of women's prisons. It addresses legal issues, cross-gender supervision, classification, daily operations, staff sexual misconduct, gender-responsive programming, and medical needs.

Application Requirements

Each team member must complete Form A (page 123); only one supplemental statement for the team is required. The statement must describe each team member's current position and responsibilities.

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-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

Contact

Evelyn Bush, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 40376, or 202–514–0376; e-mail: *e1bush@bop.gov*.

Management of Violent, High-Risk, and Supermax Inmates

COLORADO SPRINGS, CO

Dates: Apr. 23–27, 2007
Program: 07–P3601
Applications Due: Jan. 22, 2007

Who Should Attend

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

Description

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

Application Requirements

Applicants must submit Form A (page 123). Applicants may also complete an application form online at *www.nicic.org*. See "NIC-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

Contact

Jason Heaton, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 40100, or 202–514–0100; e-mail: *jheaton@bop.gov*.

HUNTSVILLE, TX

Dates: March 19–23, 2007

Program: 07–P2601

Applications Due: Dec. 20, 2006

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

Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions

Who Should Attend

Deputy directors of state departments of corrections.

Description

This 36-hour training program will concentrate on the methods, concepts, and procedures needed to effectively evaluate an agency's degree of readiness and preparation for a large-scale crisis or emergency. The program will provide an additional focus on counterterrorism strategies.

Specific guidelines and checklists that a supervisor or manager may use to evaluate either general emergency readiness or specific issues relating to counterterrorism strategies will be provided. This training will cover preparedness, prevention, and response issues related to both emergencies and counterterrorism.

Application Requirements

Applicants must submit Form A (page 123). Applicants may also complete an application form online at *www.nicic.org*. See "NIC-Paid Training Beyond Longmont, Colorado," (page 111) for more information.

Contact

Jason Heaton, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 40100, or 202–514–0100; e-mail: *jheaton@bop.gov*.

TECHNICAL ASSISTANCE

Prison Management and Operations

To help state prisons and departments of corrections manage their institutions in a more effective manner, technical assistance is available in any area of prison management and operations.

For more information and to apply for technical assistance, see "Technical Assistance," (page 87).

Objective Classification

Technical assistance is available to help state prisons and departments of corrections assess, validate or revalidate, and improve their objective classification systems.

For more information and to apply for technical assistance, see "Technical Assistance," (page 87).

NIC RESOURCES

NIC resources related to prison management and operations include the following. To request copies, see "Information Services" (page 81).

Publications

- *Classification of High-Risk and Special Management Prisoners: A National Assessment of Current Practices.*
- *Classification of Women Offenders: A National Assessment of Current Practices.*
- *Developing Gender-Specific Classification Systems for Women Offenders.*
- *Enhancing Prison Classification Systems: The Emerging Role of Management Information Systems.*
- *Evidence-Based Practice: Principles for Enhancing Correctional Results in Prisons.*
- *A Guide to Preparing for and Responding to Prison Emergencies.*
- *Internal Prison Classification Systems: Case Studies in Their Development and Implementation.*
- *Objective Prison Classification: A Guide for Correctional Agencies.*

- *Prisoner Intake Systems: Assessing Needs and Classifying Offenders.*
- *Releasing Inmates From Prisons: Profiles of State Practices, 2004.*
- *Revalidating External Prison Classification Systems: The Experience of Ten States.*
- *Special Issues in Corrections: Corrections-Based Services for Victims of Crime.*
- *Special Issues in Corrections: Staffing Analysis for Women's Prisons and Special Prison Populations.*
- *Supermax Prisons and the Constitution: Liability Concerns in the Extended Control Unit.*
- *Supermax Prisons: Overview and General Considerations.*

Satellite/Internet Broadcasts

- "Classification of High-Risk Offenders," satellite/Internet broadcast held in September 2004 (DVD).
- "Options for Managing Difficult Inmates," 3-hour satellite/Internet broadcast held in 2001 (VHS or DVD).
- "Psychopaths: Their Nature and Impact on Corrections," 3-hour satellite/Internet broadcast held in August 1998 (VHS or DVD).
- "Systemic Approaches to Emergency Preparedness Affecting Correctional Communities," 3-hour satellite/Internet broadcast held in 2002 (VHS or DVD).

NIC e-Learning Program (*http://nic.learn.com*)

- Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions.

Correctional Health Care

TECHNICAL ASSISTANCE

To help correctional agencies manage the health care of offenders in their custody, technical assistance is available in the area of correctional health care. Specific offender populations include those with mental illnesses, the elderly, the chronically ill, youthful offenders adjudicated as adults, and women offenders. For more information and to apply for technical assistance, see "Technical Assistance" (page 87).

For more information and to apply for technical assistance, see "Technical Assistance (page 85). To request copies of NIC resources, see "Information Services" (page 81).

SEE ALSO . . .

A Policy Approach to Offender Mental Health Services (page 31).

Jail Mental Health Services (page 51).

NIC RESOURCES

NIC makes available the following resources related to health care for offenders. To request copies, see "Information Services" (page 81).

Publications

- *Correctional Health Care: Addressing the Needs of Elderly, Chronically Ill, and Terminally Ill Inmates.*
- *Correctional Health Care: Guidelines for the Management of an Adequate Delivery System.*
- *Effective Prison Mental Health Services: Guidelines To Expand and Improve Treatment.*
- *Hospice and Palliative Care in Prisons: Special Issues in Corrections.*

Satellite/Internet Broadcasts

- "Managing Aging and Terminally Ill Inmates," satellite/Internet broadcast held on September 12, 2001 (VHS or DVD).
- "Meeting the Challenge in Correctional Mental Health: The Prison Experience," satellite/Internet broadcast held on June 19, 2002 (VHS or DVD).

Community Corrections: Programs and Services

Community Corrections: Programs and Services

Executive Leadership and Management

Training Programs

Orientation for New Probation and Parole Chief Executive Officers

Leadership Development—State Parole Systems

Effective Offender Management in the Community

Technical Assistance

Implementing Effective Correctional Management of Offenders in the Community

NIC Resources

Management and Operations

Technical Assistance

Local Criminal Justice System Assessment

Managing Transition From Prison to the Community

NIC Resources

Executive Leadership and Management

The National Institute of Corrections (NIC) encourages community corrections administrators to review and select courses offered in the "All Corrections Disciplines" section (page 3) of this service plan in addition to the executive leadership and management courses offered in this section.

TRAINING PROGRAMS

Orientation for New Probation and Parole Chief Executive Officers

SAM HOUSTON STATE UNIVERSITY
HUNTSVILLE, TX

Dates: Feb. 11–16, 2007
Program: 07–C4001
Applications Due: Nov. 10, 2006

Dates: Sept. 16–21, 2007
Program: 07–C4002
Applications Due: June 15, 2007

Who Should Attend

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

Description

NIC continues to recognize the value of orientation training for new probation and parole executives. This course focuses on the knowledge and skills important to a sound beginning in a new career.

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

Application Requirements

Applicants must submit Form A (page 123). Applicants may also complete an application form online at *www.nicic.org.* See "NIC-Paid Training Beyond Longmont, Colorado" (page 111) for more information.

ALL PROGRAMS AND SERVICES

Agencies interested in hosting a partnership program or satellite/Internet broadcast training must submit Form B, C, or D (pages 125, 127, or 129, respectively).

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or in an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 123) and the supplemental information requested in the program 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.

Contact

Dot Faust, Community Corrections/Prisons Division: toll-free telephone: 800–995–6423, ext. 43001, or 202–514–3001; e-mail. *dfaust@bop.gov.*

Leadership Development—State Parole Systems

Who Should Apply

Newly appointed paroling authorities, paroling authority members who have significant time remaining on their appointments, parole chairs, executive directors, and hearing officers should contact the Association of Paroling Authorities International (APAI) for information.

Description

The Association of Paroling Authorities International is a national membership organization that represents individuals with decisionmaking authority in the field of parole. NIC and APAI have worked in tandem during the past 15 years to deliver training services to parole decisionmakers and executive staff.

In fiscal year 2003, NIC entered into a cooperative agreement with APAI that permits NIC to address the needs of paroling authorities in a responsive, comprehensive, and cost-effective manner. This continuing collaboration with APAI in fiscal year 2007 provides new parole board member orientation, training for experienced parole board members, assistance to professional staff (e.g., executive directors and hearing officers), and a meeting for parole authority chairs.

Application Requirements

Interested parole authority members and staff should contact APAI for information and application instructions.

Contact

Gail Hughes, Executive Secretary, APAI; telephone: 573–796–2113; e-mail: *GHDH@aol.com.*

Effective Offender Management in the Community

Since the mid-1990s, NIC has worked to build awareness about managing offenders more effectively. Through training and technical assistance, policymakers and correctional practitioners have learned a great deal about how to influence offenders' behavior in a way that reduces the number of new crimes and new victims.

The major program offerings move from building awareness of to applying the evidence-based practice known internationally as "what works." In addition, NIC continues to refine its application of evidence-based principles based on gender and cultural distinctions.

TECHNICAL ASSISTANCE

Implementing Effective Correctional Management of Offenders in the Community

For more information and to apply for technical assistance, see "Technical Assistance," page 87.

During fiscal year 2003, two states were accepted for a technical assistance project targeted at the statewide implementation of effective correctional management of offenders in the community. NIC will continue to work with these states for up to 3 years to develop a strategic, research-based organizational change plan that identifies the state's vision for accomplishment, current state of development, and resources. The change plan will be evidence based and will focus on achieving lasting change through the integration of evidence-based principles with organizational development in lead agencies and through collaboration between system stakeholders.

Related Assistance for Effective Interventions

Interested agencies responsible for managing offenders in the community have several options to increase their knowledge related to this effort.

- Information on evidence-based principles and research and updates on the progress being made in the two demonstration states are available on NIC's Web site *(www.nicic.org)*.
- NIC's Learning Center offers Program Planning and Evaluation, which relates to effective intervention implementation issues. For additional information, visit NIC's Learning Center at *http://nic.learn.com.*
- Limited short-term assistance regarding issues related to the implementation of effective interventions will be available. For more information and to apply for technical assistance, see "Technical Assistance" (page 87).

Contact

Dorothy Faust, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423, ext. 43001, or 202–514–3001; e-mail: *dfaust@bop.gov.*

NIC RESOURCES

NIC resources related to evidence-based principles, practices, and effective offender management include the following. To request copies, see "Information Services" (page 81).

- *Cognitive-Behavioral Treatment Resource Guide* (available 2007).
- *Developing Gender-Specific Classification Systems for Women Offenders.*
- *Gender-Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders.*
- *Getting It Right: Collaborative Problem Solving for Criminal Justice.*
- *Tools of the Trade: A Guide to Incorporating Science Into Practice.*

Effective Correctional Management of Offenders in the Community

- *Implementing Effective Correctional Management of Offenders in the Community: Implementation Checklist.*
- *Implementing Effective Correctional Management of Offenders in the Community: An Integrated Model.*
- *Implementing Effective Correctional Management of Offenders in the Community: The Likert Survey.*
- *Implementing Effective Correctional Management of Offenders in the Community: Outcome and Process Measures.*
- "Implementing Effective Correctional Management of Offenders in the Community," 3-hour satellite/Internet broadcast held in February 2004 (VHS or DVD).

Evidence-Based Practice

- *Evidence-Based Practice: Principles for Enhancing Correctional Results in Prisons.*
- *Implementing Evidence-Based Practice in Community Corrections: Collaboration for Systemic Change in the Criminal Justice System.*
- *Implementing Evidence-Based Practice in Community Corrections: Leading Organizational Change and Development.*

- *Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Interventions.*
- *Implementing Evidence-Based Practice in Community Corrections Quality Assurance Manual.*

Management and Operations

Given the large numbers of offenders who return to the community and the concern regarding the percentage who are likely to make a successful reentry, the Community Corrections/ Prisons Division will offer several states the opportunity to develop well-defined policies for correctional institutions, releasing authorities, and field supervision that are designed to improve the likelihood of the offender's successful transition from prison to the community. In addition, NIC will offer technical assistance to localities interested in building the capacity to improve their local criminal justice systems.

TECHNICAL ASSISTANCE

For more information and to apply for technical assistance, see "Technical Assistance," page 87.

Local Criminal Justice System Assessment

Who Should Apply

Localities interested in building the capacity to improve their local criminal justice system should apply.

Description

NIC has long provided technical assistance to local criminal justice systems related to assessment and planning for those systems. NIC remains committed to that work and will initiate a project to address the needs of the total local criminal justice system—encompassing community corrections, jail, prison, and offender workforce development.

In the past, the local criminal justice system assessment work usually focused on one or two components of the local system, for example: jail overcrowding, development of pretrial services, and strategic planning for a local criminal justice advisory board. However, this new initiative being developed in fiscal year 2007 will focus on the entire local criminal justice system and the need to assess and/or develop/enhance all components of the system. This systemwide approach will better assist localities to enhance delivery of supervision and services to offenders and better meet the needs of the locality (or localities) being served by the local criminal justice system.

In fiscal year 2007, the primary goal of the Local Criminal Justice System Assessment initiative will be to focus on research and development of a product related to the initiative. NIC will look at previous work done in this area, review products developed for localities, consult with individuals experienced in local

criminal justice system assessments and development, and design a product that can be delivered to localities in fiscal year 2007.

Application Requirements

NIC will continue to provide technical assistance in fiscal year 2007 in the area of local criminal justice system assessments; however, it will be on a limited basis. For more information and to apply for technical assistance, see "Technical Assistance" (page 87).

Contacts

Mary Ashton, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423; ext. 40378, or 202–514–0378; e-mail. *mashton@bop.gov*.

Phyllis Modley, Community Corrections/Prisons Division; toll-free telephone: 800–995–6423; ext. 40099, or 202–514–0099; e-mail: *pmodley@bop.gov*.

Managing Transition From Prison to the Community

SEE ALSO . . .

Managing Transition From Jail to the Community (p. 52)

Who Should Apply

During fiscal year 2007, technical assistance will be provided to the eight states that are currently involved in NIC's Transition Technical Assistance Initiative. During this time, no new applications will be accepted.

Description

Statistics show that 97 percent of the 1.3 million inmates now in prison will eventually complete their sentences and return to their communities. A strong transition process—through which offenders are prepared for release, leave prison, return to their communities, and adjust to free living—is needed to protect the public effectively.

To increase public safety and strengthen the offender's successful transition from prison back to the community, NIC has designed a policy-guided model to coordinate the three central functions of inmate supervision (custody, release, and supervision). This model will help states coordinate these functions to better assess the offender's level of risk, facilitate case management planning, identify effective treatment interventions, and establish collaborative reintegration efforts. This ongoing initiative provides systematic coordination of an offender's custody, release, and subsequent supervision to facilitate the offender's successful completion of community supervision after incarceration.

Application Information

It is anticipated that technical assistance will be offered to states in subsequent years on a competitive basis. Additional information may be reviewed throughout the year on the NIC Web site at *www.nicic.org*.

Contact

Kermit Humphries, Administration Division: Special Projects;
toll-free telephone: 800–995–6423; ext. 40118, or 202–514–0118;
e-mail: *khumphries@bop.gov*.

NIC RESOURCES

NIC resources related to management and operations in community corrections include the following. To request copies, see "Information Services" (page 81).

Publications

- *Future Force: A Guide to Building the 21st Century Community Corrections Workforce.*
- *Guidelines for Developing a Criminal Justice Coordinating Committee.*
- *Parole Violations Revisited: A Handbook on Strengthening Parole Practices for Public Safety and Successful Transition to the Community.*
- *Policy-Driven Responses to Probation and Parole Violations.*
- *Responding to Parole & Probation Violations: A Handbook to Guide Local Policy Development.*
- *Tools of the Trade: A Guide to Incorporating Science Into Practice.*
- *Topics in Community Corrections:*
  - *Developing Tomorrow's Leaders and Managers, 2005.*
  - *Assessment Issues for Managers, 2004.*
  - *Offender Assessment, 2003.*
  - *Responding to Budget Cuts—Focusing on What's Critical, 2002.*
  - *Collaboration—An Essential Strategy, 2001.*
  - *Responding to Women Offenders in the Community, 2000.*

Satellite/Internet Broadcasts

- "Future Force: Building a 21st Century Community Corrections Workforce," 3-hour satellite/Internet broadcast held on August 3, 2005 (DVD).
- "Transition From Prison to Community," 3-hour satellite/Internet broadcast held on September 28, 2005 (DVD).

Web Page

- Parole Violations Revisited: A Site To Help Strengthen Parole Practices for Public Safety and Successful Transition to the Community (*www.paroleviolationsrevisited.org*).

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 (NIC) 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 free of charge 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 include all overheads, videotapes, exercises, and other relevant materials. Electronic formats are strongly preferred.

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, compiled resources on key research topics in corrections, and the NIC Corrections Exchange, 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*

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.

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.

www.nicic.org

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 site enable visitors to view both live and previously broadcast NIC programs.

Web site users 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, which includes the Corrections Exchange, or Correx, a public e-mail discussion list (known as a listserv) that links individuals interested in corrections issues. In addition to facilitating a practitioner exchange on topics raised by participants, Correx is used to announce new NIC initiatives, opportunities, and resources.

Technical Assistance

Technical Assistance

Who Should Apply

Description

NIC Review

Application Requirements

Where To Apply

WHO SHOULD APPLY

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

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

Private agencies that provide 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 we intend 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. Technical assistance includes onsite guidance, support, consultation, or training provided

by an experienced technical resource provider or NIC staff member who serves in an advisory capacity and works with agency staff to—

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

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

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

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

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.

NIC REVIEW

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

APPLICATION REQUIREMENTS

The chief executive officer of the agency 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 the applicant if the request was preceded by a telephone call.
- Specifies a desired timeframe for service delivery.

The chief executive officer is defined as follows:

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

WHERE TO APPLY

The NIC Technical Assistance Program is administered by each of its divisions—Jails, Community Corrections/Prisons, Administration: Special Projects, the Academy, and the Offender Workforce Development Division.

To request technical assistance specifically related to prisons, community corrections, special projects, or offender workforce development, send a written request to the Technical Assistance Manager of the appropriate division or office at the following address:

National Institute of Corrections
320 First Street, NW
Washington, DC 20534
Phone: 800–995–6423
Fax: 202–307–3361

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

National Institute of Corrections
1960 Industrial Circle
Longmont, CO 80501
Phone: 800–995–6429
Fax: 303–682–0469

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

Satellite/Internet Broadcasts

Satellite/Internet Broadcasts

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

www.nicic.org/WebGateway_286.htm

NIC satellite/Internet broadcast topics, dates, and times are posted to the NIC Web site at *www.nicic.org/WebGateway_286.htm*. Please visit NIC's Web site regularly for up-to-date information on its satellite/Internet broadcasts and other training programs.

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.

NIC offers two categories of satellite/Internet broadcasts:

- **Several live satellite/Internet 3-hour 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.
- **24- to 32-hour 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.
  - Twenty-four hour broadcasts consist of 12 hours of broadcast time and 12 hours of onsite classroom activities spread over 3 days.
  - Thirty-two 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.**

Topics, dates, and times for NIC's satellite/Internet broadcasts are posted throughout the year on the NIC Web site (*www.nicic.org*).

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.

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 2007, 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 127) 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 129) 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 24- to 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.

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 Broadcasts

- Agencies interested in hosting a 3-hour broadcast must submit Form C (page 127).
- A registration form also may be completed online at NIC's Web site *(www.nicic.org)*.

24- to 32-Hour Training Broadcasts

- For 24- to 32-hour satellite/Internet training broadcasts, register online at *www.nicic.org* or submit Form D (page 129) 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.)

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.

NIC Learning Center

NIC Learning Center

NIC Custom e-Learning Courses

Enrollment Eligibility

Additional Information

http://nic.learn.com

The National Institute of Corrections' (NIC's) Learning Center was designed for correctional professionals to be able to have access to critical—*just in time*—information when they need it. It expands the opportunity for correctional 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 is located at *http://nic.learn.com* and 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 intent of the professional skills library is to provide consistent quality resources that are effective and meaningful for overall 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.

NIC officially launched its Learning Center on November 1, 2004. Since then, more than 4,300 corrections professionals have enrolled in Web-based courses using the NIC Learning Center.

To date, participants in NIC's e-Learning Courses have maintained a completion rate of just over 30 percent, which aligns favorably with national completion averages.

NIC'S CUSTOM E-LEARNING COURSES

NIC's custom-developed WBT (or e-Learning) courses can be completed anywhere and anytime a participant has access to the Internet or to a computer with a CD–ROM drive. They are self-paced, easily accessible, and cost-effective and they provide professional development opportunities for corrections professionals working in jails, prisons, and community corrections environments to improve or refine their skills in specific areas of corrections.

NIC's custom-developed e-Learning courses may be completed online through the NIC Learning Center or independently using a PC-based computer with CD–ROM capability. To request one of NIC's custom-developed courses on CD–ROM, contact the NIC Information Center toll-free at 800–877–1461. NIC's custom-developed courses include the following:

- **Career Development Theory and Its Application:** This course is designed for professionals who directly or indirectly assist offenders with job skills training or job/career counseling, placement, advancement, or retention. The course discusses four major career development theories and how these theories apply to counseling offenders.

- **Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions:** This course is designed for first-line supervisors, managers, and administrators in state, county, and municipal correctional institutions. The course will provide methods, concepts, and procedures to evaluate a department, facility, or institution's readiness and preparation for a large-scale crisis or emergency. The course will provide an additional focus on a closely related but separate area: counterterrorism strategies for prisons and jails.
- **Evidence-Based Practices for Supervisors:** This course will be available in 2007 and is being designed for first-line supervisors who are responsible for line staff or for line officers whose daily responsibilities require direct interaction with offenders. The course will incorporate evidence-based practices, organizational development, and collaborative strategies for supervising offenders in the institution and the community.
- **How To Develop Effective Performance Objectives:** This course is designed for correctional trainers whose responsibilities include the design and development of lesson plans and curriculum. The course takes the trainer on a journey through the challenging process of developing performance objectives that extend learning from the classroom to the workplace.
- **Introduction to Developing Effective e-Learning Courses:** This course is designed for training administrators, coordinators, and trainers from all types of correctional agencies who are responsible for managing the development and delivery of their agencies' training. The course introduces participants to delivering training via the Internet using Web-based training (WBT) or e-Learning.
- **Leadership in Times of Critical Incidents:** This course is designed for senior-level leaders and executives from juvenile corrections, detention, community corrections, and reentry/continuing care organizations who are charged with leading in times of critical incidents. Participants 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.
- **NIC Staffing Analysis for Jails:** This course is designed to teach jail administrators how to determine their staffing needs systematically and in a way that is easily understood. Participants 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.
- **Program Planning and Design:** This course is designed for 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. The course builds on the concept that deliberate planning is essential for reducing recidivism and meeting program goals and focuses on translating the principles of evidence-based practice into an effective program design.

- **The Role of the Correctional Leader/Manager:** This course is designed for middle managers working in all corrections disciplines who manage the functions and operations of a particular work unit within their agency. The course analyzes the distinction between the concepts of management and leadership, with particular focus on political, economic, social, and technological changes. Participants will brainstorm and come to consensus on the leader/manager roles needed today and in the future.
- **Transformational Change:** Theory and Practice: This course is designed for correctional administrators and managers from all corrections disciplines who lead and manage the functions and operations of a particular corrections agency. The course focuses on the theory of organizational change and suggests practical tools for leading and managing change in the organization.
- **Workforce Development and Women Offenders:** This course is designed for individuals working or volunteering in prisons, jails, community corrections, community and faith-based organizations, U.S. Department of Labor One-Stops, and other government organizations such as the U.S. Department of Health and Human Services who are interested in workforce development issues specific to women offenders.

Enrollment Eligibility

Except as noted in the course descriptions, 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 or the NIC Learning Center 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, technical support, and additional resources.

Specific enrollment information and answers to frequently asked questions are also available on the NIC Learning Center's Web site at *http://nic.learn.com*. For additional information about NIC's Learning Center, e-Learning course system requirements, course offerings, and enrollment eligibility, please visit the NIC Web site (*www.nicic.org*).

NIC Training Center Programs in Longmont, Colorado

NIC Training Center Programs in Longmont, Colorado

Costs and Logistics

Application Requirements

Cancellations

NIC Training Center Programs in Longmont, Colorado, Calendar

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

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

COSTS AND LOGISTICS

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

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

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

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 123) 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.

APPLICATION REQUIREMENTS

Applicants may complete the application form for individuals (Form A, page 123), 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.

CANCELLATIONS

NIC reserves the right to cancel training programs with reasonable notice to participants.

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

NIC TRAINING CENTER PROGRAMS IN LONGMONT, COLORADO, CALENDAR

		2006			2007								
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.
TRAINING FOR ALL CORRECTIONS DISCIPLINES													
5	Executive Excellence								6–18				
8	Correctional Leadership Development							10–20			17–27		18–28
11	Management Development for Women and Minorities					5–9				4–8			
26	Women Offenders: Developing an Agencywide Approach									11–15			
TRAINING FOR JAILS													
35	Administering the Small Jail				7–11				6–10				16–20
36	Jail Administration						12–15						10–13
40	Inmate Behavior Management							22–27				5–10	
41	How To Run a Direct-Supervision Housing Unit: Training for Trainers									4–14			
45	Planning of New Institutions: Taking Control of the Planning Process						26–29						
46	Managing Jail Design and Construction		13–16					Apr. 30–May 3					

NIC-Paid Training Beyond Longmont, Colorado

NIC-Paid Training Beyond Longmont, Colorado

Costs and Logistics

Application Requirements

Cancellations

NIC-Paid Training Beyond Longmont, Colorado, Calendar

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

COSTS AND LOGISTICS

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

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

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

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

Individuals interested in participating in a program at the NIC Training Center in Longmont, Colorado, or an NIC-paid program beyond Longmont, Colorado, must submit Form A (page 123) 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.

APPLICATION REQUIREMENTS

Applicants may complete the application form for individuals (Form A, page 123), 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.

CANCELLATIONS

NIC reserves the right to cancel training programs with reasonable notice to participants.

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

NIC-PAID TRAINING BEYOND LONGMONT, COLORADO, CALENDAR

Page	Training Program	2006			2007									
		Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
TRAINING FOR ALL CORRECTIONS DISCIPLINES														
7	Executive Leadership for Women									3–8				
9	Correctional Leadership for Women							15–20				19–24		
17	Investigating Allegations of Staff Sexual Misconduct With Offenders										15–20			
18	Responding to Inmate-on-Inmate Sexual Violence						11–16							
TRAINING FOR PRISONS														
57	Executive Forum for Deputy Directors	16–20												
59	Executive Training for New Wardens		13–17					16–20						
62	Conducting Prison Security Audits						26–30			4–8			10–14	
63	Managing the Multigenerational Workforce								7–9 9–11					
64	Operational Practice in Women's Prisons	23–27												
65	Management of Violent, High-Risk, and Supermax Inmates							23–27						
66	Emergency Preparedness and Counterterrorism Strategies for Correctional Institutions						19–23							
TRAINING FOR COMMUNITY CORRECTIONS														
73	Orientation for New Probation and Parole Chief Executive Officers					11–16							16–21	
74	Leadership Development—State Parole Systems	Contact the Association of Paroling Authorities International for more information.												

Partnership Programs

Partnership Programs

Costs and Logistics

Site Coordinator's/Facilitator's Role

Application Requirements

Cancellations

Partnership Program Calendar

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

Partnership programs bring NIC training to local communities across the nation. State and local agencies apply and are selected to host partnership programs, which are conducted in the agency's facility or a facility for which 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 will not accept applications from individuals wishing to participate.

COSTS AND LOGISTICS

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

SITE COORDINATOR'S/FACILITATOR'S ROLE

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

- Designate a site coordinator, who will facilitate the program locally and be present throughout the program.
- Provide an appropriate training facility and equipment. The training facility must have a large main training room (1,200 square feet minimum) and two or three adjacent or nearby breakout rooms (400 square feet minimum each).

- Attract at least 24 participants to fill the program.
- Help participants obtain low-cost housing and meals.

APPLICATION REQUIREMENTS

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

Agencies interested in hosting a partnership program must submit the Statement of Interest To Host Partnership Programs (Form B, page 125). NIC staff will explore with the agency contact person the appropriateness of the training to meet the agency's needs and the agency's ability to provide the required logistical support for the program.

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

CANCELLATIONS

NIC reserves the right to cancel training programs with reasonable notice to participants.

PARTNERSHIP PROGRAM CALENDAR

		2006			2007									
Page	Training Program	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
TRAINING FOR ALL CORRECTIONS DISCIPLINES														
10	Management Development for the Future (MDF)	Host sites recommend dates.*												
13	Training for Agency Training Coordinators/Training Directors	23–26		11–14		5–8								
22	Offender Workforce Development Specialist Partnership Training Program**				21–26		5–9	16–20				5–10	17–21	22–26

* When dates and sites are selected, they will be posted at *www.nicic.org*. Check individual program descriptions for host application due dates.
** This training program is conducted in a series of three 1-week blocks over a 3-month period. Participants are expected to attend all three blocks in the series.

Forms

Forms

Form A: Application for Individuals

Form B: Statement of Interest To Host Partnership Programs

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

Form D: Site Coordinator's Registration for 24- to 32-Hour Satellite/Internet Broadcasts

Form E: Application for Regional Field Coordinator

Form A

(This form may be duplicated.)

Application for Individuals

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

Training program title _____

Training program number 07– _____

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

_____

Name _____

☐ Mr. ☐ Ms. ☐ Mrs.

Social Security No. _____

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

Title _____

Years in position _____

Is your primary job responsibility staff training? ☐ Yes ☐ No

Agency _____

Mailing address _____

City _____ County _____

State _____ ZIP Code _____

Telephone (_____)_____ Fax (_____)_____

E-mail address _____

Primary area of corrections (check one):

☐ Adult jail

☐ Adult community corrections

☐ Adult prison

☐ Other (explain) _____

Type of agency (check one):

☐ Federal—Bureau of Prisons
☐ Federal—Other
☐ State
☐ Indian Country—Bureau of Indian Affairs
☐ Indian Country—Tribal
☐ Regional
☐ County
☐ Municipal
☐ U.S. commonwealth or territory
☐ Foreign
☐ Private

Agency/institution information:

Institution/facility population _____
or
Agency population _____
Total number of agency staff _____
Number of staff you supervise _____

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

☐ Each team member must complete an application.

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

☐ Team members must be listed below.

☐ All applications must be sent together.

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

_____
_____
_____

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

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

I agree to—

☐ Fully participate in this program and will complete all pretraining and posttraining assignments.

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

Signature _____ Date _____

Endorsement of Application by Agency Chief Executive Officer

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

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

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

Nomination/Endorsement

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

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

Signature of chief executive officer_____ Date_____

Type or print name_____

Title of chief executive officer_____ Telephone (_____)_____

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 07– _____

Agency name _____

Agency address _____

City/State _____ ZIP Code _____

Agency contact person _____

Title _____

Telephone (_____) _____ Fax (_____) _____

E-mail address _____

Training date(s) in order of priority _____

_____

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

_____

_____

Endorsement of Application by Agency Chief Executive Officer

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

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

Signature of chief executive officer _____ Date _____

Type or print name _____

Title of chief executive officer _____ Telephone (_____) _____

Endorsement of Application by Agency Chief Executive Officer

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

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

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

Form C

(This form may be duplicated.)

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

Program title _____

Program number 07– _____

Program date _____

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

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 _____

Form D

(This form may be duplicated.)

Site Coordinator's Registration for 24- to 32-Hour Satellite/Internet Broadcasts

Program title _____

Program number 07– _____

Date of site coordinator's training _____

Date of satellite/Internet broadcast _____

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

Site coordinator _____ Title _____

Agency name _____

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

Agency address _____

City/State _____ ZIP Code _____

Telephone (_____) _____ Fax (_____) _____

E-mail address _____

Signature of site coordinator _____ Date _____

Nomination/Endorsement

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

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

☐ A satellite or Internet hookup for the site coordinator's training.

☐ A satellite or Internet hookup utilizing a projector to enlarge the signal from the computer for the training program.

☐ A training site large enough to accommodate at least 24 participants for the training program.

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

☐ Satellite

☐ Internet for reception

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

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

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 the NIC Academy, 1960 Industrial Circle, Longmont, CO 80501; fax 303–682–0469. Each item of this application must be completed to be given consideration.

☐ Mr. ☐ Ms. ☐ Mrs.

Name _____

Title _____

Is your primary job responsibility staff training?

☐ Yes ☐ No

Number of offenders/clients _____

Number of staff _____

Agency _____

Mailing address _____

City _____ County _____

State _____ ZIP Code _____

Telephone (_____) _____ Fax (_____) _____

E-mail address _____

Type of agency (check one)

☐ Federal—Bureau of Prisons
☐ Federal—Other
☐ State
☐ Indian Country—Bureau of Indian Affairs
☐ Indian Country—Tribal
☐ Regional
☐ County
☐ Municipal
☐ U.S. commonwealth or territory
☐ Foreign
☐ Private

Primary area of corrections (check one)

☐ Adult jail
☐ Adult community corrections
☐ Adult prison
☐ Other _____

Signature _____ Date _____

Nomination/Endorsement

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

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

Signature of chief executive officer _____ Date _____

Type or print name _____

Title of chief executive officer _____ Telephone (_____) _____

Endorsement of Application by Agency Chief Executive Officer

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- For **community corrections.** The head of the agency, such as the chief probation officer, chairperson of the parole board, executive director of the agency, or director of the department of corrections, depending on the organizational structure of the agency.
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