

# INTERIM REPORT

JULY 1, 1967 — JUNE 30, 1968

THE CORRECTIONAL  
TRAINING RESOURCE CENTER  
ADMINISTERED BY THE  
NATIONAL COUNCIL ON  
CORRECTIONAL AGENCY

GRANT NO. 224  
FUNDED BY THE  
U. S. JUSTICE DEPARTMENT,  
OFFICE OF LAW ENFORCEMENT  
ASSISTANCE

001597

COOPERATING AGENCIES  
AMERICAN CORRECTIONAL ASSOCIATION  
FEDERAL BUREAU OF PRISONS  
JOINT COMMISSION AND CORRECTIONAL MANPOWER AND TRAINING

## Preface

Recent comprehensive studies of correction in the United States including the president's Commission on Law Enforcement and the Administration of Justice have indicated that over half the correctional agencies in the United States have no organized training programs; training enterprises are frequently carried out in isolation from each other with little demonstrated concern for coordination or the totality of the correctional process; training materials are inadequate and archaic; training methods which show promise are not widely known and shared.

The Office of Law Enforcement Assistance program, "Planning and Development Grants for Statewide In-Service Training Programs for Correctional Personnel" (SITCP) provided a significant opportunity for states to develop centralized training organizations. Such organizations, to function effectively, would need ongoing information and consultation in training methodology and technique. The National Council on Crime and Delinquency in conjunction with the American Correctional Association, the Federal Bureau of Prisons and the Joint Commission on Correctional Manpower and Training proposed the establishment of a Correctional Training Resource Center to provide technical assistance for the development of training by:

- 1) Collecting, organizing and evaluating training materials and methods
- 2) Widespread dissemination of materials and methods
- 3) Consultative services in the development of training programs.

The National Council on Crime and Delinquency with its national headquarters located in New York City, regional offices in Chicago, San Francisco and Austin, Texas and 19 state offices agreed to make available its resources in the development of the Correctional Training Resource Center. This would especially involve NCCD's Division of Research, Information, and Training which has been operating several specialized but interrelated services such as:

- a) The country's largest library on crime and delinquency.
- b) The Information Center on Crime and Delinquency, an automatic storage and retrieval operation, containing information from the United States and 60 other countries. The center maintains an inquiry answering service.
- c) The National Parole Institutes and Probation Management Institutes which are training programs for high level correctional decision makers and carried out on a regional basis.
- d) The Research Center in Davis, California is devising a nation wide system of uniform parole reports as well as other activity in correction.

The Correctional Training Resource Center became operational on July 1, 1967 with funds (Grant No. 224) awarded by the Office of Law Enforcement Assistance. This report contains a description of the methods utilized in the development of the Center and the activities in which the Center was involved during its first year of operation.

Staff members of the Correctional Training Resource Center include: Mr. Alexander Almasy, Senior Information Analyst; Mrs. Louise Wagner, Assistant Information Analyst; Mrs. Lillian Williams, Secretary; Mr. Elray Baker, Technical Assistant.

John M. Borys, Director  
Correctional Training  
Resource Center

Correctional Training Resource Center

Information Collection

A systematic search for material related to training was organized as follows:

- 1) All NCCD resources (library, Information Center, etc.) were surveyed and a base collection of training material (200) items was organized. Textbooks, journals, pamphlets articles and speeches were processed.
- 2) 170 inquiries were sent to correctional administrators throughout the United States requesting copies of training manuals and related materials.
- 3) 50 inquiries were sent to universities and colleges requesting copies of catalogues and curricula developed for studies in correction.
- 4) 120 business and industrial concerns were identified as maintaining on-going personnel training programs. Correspondence with these concerns was initiated by requesting their assistance in sending copies of training programs and curricula.
- 5) A survey of directories of professional associations and a search of publication lists and announcement identified pertinent material. The Center subsequently subscribed to a number of journals and purchased texts.
- 6) With the approval of OLEA, state project directors forward copies of quarterly reports and training materials to the Resource Center. SITCP data has been collected and sorted including surveys, models and curriculum.
- 7) In addition to the above methods for gathering information, site visits were made by the staff to the following organizations:

Hess Oil Company  
Bank of New York  
Xerox Training Center  
I.B.M. Training Center  
Job Corps  
Scientific Resources Inc.  
Nassau County Probation Department  
American Management Association  
National Training Laboratories  
New Jersey Correctional Training Offices  
Joint Commission on Correctional Manpower  
U.S. Office of Manpower, Planning, Evaluation and Research  
U.S. Bureau of Prisons  
Skill Advancement, Inc.  
N.Y.C. Dept. of Correction Training Center

Classification

All material received related to training is analyzed and either abstracted and key word coded for storage in the Termatrix - retrieval system, filed or stored at the NCCD library. A total of 504 items have been received by the Center and have been processed as follows:

	<u>Number in T.M. System</u>	<u>Holding</u>	<u>Total</u>
TEXTS REFERENCE	140	37	177
MANUALS, GUIDES	60	63	123
OUTLINES, PROCEEDINGS	89	64	153
MODELS	10	0	10
BIBLIOGRAPHIES	5	6	11
FILM LISTS	0	6	6
METHODS	0	11	11
MISCELLANEOUS	<u>0</u>	<u>13</u>	<u>13</u>
Total	304	200	504

### Evaluation

Resource Center staff are responsible for the procurement and selection of all material. In addition, evaluation consultants having a particular expertise in one or more areas of correction, research, or training have been utilized to assist in the final selection of material for distribution. (See Resource Packets)

### Dissemination

Announcements concerning the establishment of the Correctional Training Resource Center and its services were sent to several leading professional journals for publication. Directories issued by the American Correctional Association and NCCD identified the administrators of correctional agencies (or institutions) and probation and parole departments. This list in addition to SITCP project directors (150) comprised the base mailing list for the dissemination of training information.

To determine the effectiveness of the initial distribution plan, procedures were instituted to identify persons responsible for training within the various correctional agencies across the country. A list was compiled of the correctional personnel attending the Southern Illinois University program for correctional trainers. Letters of inquiry were sent to these persons as well as telephone calls to personnel directors in correctional agencies to determine whether or not they were aware of the Center's services and publications. The responses indicated that newsletters and resource packets, in many instances, had not reached beyond the administrators. Subsequently, display booths were provided for the Correctional Training Resource Center at several correctional conferences including the Middle Atlantic States Conference (West Point, New York) on May 12-14, 1968, the Central States Conference, (Columbus, Ohio) May 19-22, 1968 and the National Institute on Crime and Delinquency, (Dallas, Texas) June 16-19, 1968.

These efforts in addition to the usual request by letter has resulted in a mailing list which as of June 30, 1968

totaled 544.

The program for disseminating training material utilizes several media:

a) Newsletter

The Newsletter primarily provides announcements concerning OLEA grants and description of SITCP activity as well as items of general interest in corrections and pertinent training literature and films. The Newsletter is widely distributed to all persons interested in correctional training. The total number of newsletters and dates of distribution were as follows:

No. 1	Fall, 1967 (October 1967)	225
No. 2	Winter, 1967-68 (December 1967)	250
No. 3	January 24, 1968	300
No. 4	March 29, 1968	300
No. 5	Summer 1968 (June 12, 1968)	<u>513</u>
	Total	1,588

b) Resource Packets

In an effort to establish procedures for evaluation and classifying materials and selecting items to compose a resource packet, Resource Center staff held a two day meeting with Dr. Benjamin Frank (Joint Manpower Commission), Dr. Charles Matthews (Southern Illinois University), Mr. Donald R. Rinehart (Salem, Oregon, Continuation Center), and Mr. Ronald Vander Wiel (Temple University). These evaluation consultants each classified a sample of 25 documents for future review procedure and for inclusion in a series of packets.

The packets were designed as open-ended packets to permit the addition of pertinent training items in the future. Thus, the packets will be continued for years to come as an integral part of the information dissemination program of NCCD's Information Center operation.

Each of the packets is devoted to a different subject and suitable for use in a variety of training programs. The packet provides, for the first time, a systematic compilation and publication of the most pertinent literature available in a specific topical area.

A packet contains three sections: a) commentary, overview or statement of the art; b) one or more selected reprints; c) an annotated bibliographic listing of selected material relevant to that particular issue.

The commentaries have been written either by Resource Center Staff and/or evaluation consultants including Charles V. Matthews, Saul Pilnick, Benjamin Frank, Carol Weiss and Carl Kludt.

Packet contents and publication dates were as follows:

No. 1	Some Issues in Planning for Training February 19, 1968 - 250
No. 2	The Trainer, March 15, 1968 - 250
No. 3	Group Training, April 10, 1968 - 300
No. 4	Evaluation of Training, May 22, 1968 - 300
No. 5	Training the Correctional Officer, June 28, 1968 - 544
	Total
	1,619



c) Inquiry Answering Service

An inquiry answering service is maintained by the Resource Center whereby all training materials announced through newsletters or sample packets can be furnished to an inquirer. Inquiries to and responses by the Resource Center are recorded below.

<u>Requestee</u>	<u>Bibliography</u>	<u>Document</u>	<u>Referral</u>	<u>Total</u>
OLEA Grantee	5	10	3	18
Corr. Agency	10	6	1	17
University	0	2	0	2
Other	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>
	16	18	4	38

Consultation Provided OLEA Project Directors of SITCP Programs

Because of the severe shortage of training personnel in some states as well as the lack of expertise in how to go about designing, organizing and implementing training programs, a consultative service was built into the proposal.

a) Panel of Consultants

A panel of consultants was established and include:

Dr. Benjamin Frank, Task Force Director, Joint Commission on Correctional Manpower and Training

Dr. Charles V. Matthews, Director, Center for the Study of Crime and Delinquency, Southern Illinois University

Richard R. McMahon, Asst. Director, Institute of Government, University of North Carolina

Donald R. Rinehart, Salem, Oregon Center for Continuing Education

Ronald W. Vander Wiel, Temple University

Initial response to the availability of this service was lacking. Utilizing the quarterly report information being submitted by the project directors to OLEA; the Center Director attempted to clarify the service as a helping and supportive one, rather than a critical examination of program lacks, through telephone calls to a number of project directors. Subsequently the following visits were made by consultants:

Nevada	February	16, 17,	1968	D. Rinehart
Kentucky	February	22, 23,	1968	R. Vander Wiel
West Virginia	April	2, 3,	1968	C. Matthews
Florida	April	16,	1968	R. McMahon
Delaware	April	12, 16,	1968	R. Vander Wiel
California	April	19,	1968	D. Rinehart

General observations from the consultants concluded.

- 1) That there is a wide variation in expertise among the project directors.
- 2) The role of the University in training of correctional personnel needs further exploration and definition in several projects visited.
- 3) The commitment of correctional agencies to the development of in-house training capability needs continual support, encouragement, and reinforcement.

The consultants have recommended that future site visits

include an initial visit, a second or working visit in a consultative capacity and third a follow-up visit for support as well as further analysis of the project.

Should regional meetings be developed, the consultants would assist and support such meetings.

b) Resource Center Director

The Director of the Resource Center has also provided consultative service. Visits were made to Missouri, Illinois, Kansas, New Hampshire and Rhode Island (December 13 - 22, 1967) to review the progress and the direction of the planning. Considerable time was spent explaining the services of the Center and encouraging the utilization of the services.

A visit was made to New Hampshire on March 25, 1968 to assist in the development of strategies for evaluating the proposed training program. Development services have been provided via correspondence, to Vermont (January and February 1968) and to Arizona, New Mexico and Oklahoma, (April and May, 1968). These states have received copies of the model timetable, (Appendix A) survey instruments developed in several states, a sample proposal, training packets, and Newsletters.

Special Projects

1) National Conference on Correctional Training

In its proposal to OLEA, NCCD made the assumption that the pioneering nature of the states' projects in developing training would require an additional model for consultation and dissemination of information. It was proposed to convene the various state project directors in a conference to provide training information and promote a sharing of experiences.

The Director of the Resource Center during visits to SITCP sites in Missouri, Illinois, Kansas, Rhode Island and New Hampshire (December 1967) found that there was little or no exchange of information and experience between project directors. Subsequently, a letter of inquiry addressing itself to this problem was sent to all project directors. Without exception, each project director indicated his willingness and enthusiasm for such a meeting. And many suggested that representatives from the various correctional agencies be invited as well. Members of the co-operating agencies also were in favor of such a conference and offered assistance in its development.

On February 19, 1968 a planning meeting was held in Washington, D.C. to further explore the possibilities and format for such a conference. Participants to the planning meeting included:

Mr. Arnold J. Hopkins, Program Assistant and Mrs. Jane Yurow from the Office of Law Enforcement Assistance.

Mr. Vincent O'Leary, Director, NCCD Division of Research, Information and Training.

Mr. John M. Borys, Director, NCCD Correctional Training Resource Center

Mr. William T. Adams, Associate Director, Joint Commission on Correctional Manpower and Training

Mr. Herman G. Moeller, Assistant Director, Federal Bureau of Prisons

Dr. W. Warner Burke, Program Director, National Training Laboratories.

An agreement was reached on the convening of a conference pending a proposal to and approval by the Office of Law Enforcement Assistance for funding. It was further agreed that anticipated project directors should be invited as well as a representative from either the university or the correctional agency from each state.

A supplementary proposal (Grant No. 335) developed by the Resource Center staff was approved by OLEA and a National Conference on Correctional Training was convened at the Center of Adult Education, University of Maryland, College Park, Maryland on April 21-24, 1968. The conference was designed to provide training information, a common ground for sharing experiences and to serve as a training model for participants.

Invitations (Appendix B) were sent to 58 persons representing 28 states and the District of Columbia. Final conference attendance (See Appendix E) disclosed that 39 persons participated and represented 27 states and the District of Columbia as follows:

State Project Directors	15
Proposed Project Directors	7
University Representatives	7
Correctional Representatives	10

Five persons comprised the faculty for the conference including:

Carl Kludt, Executive Director, American Society for Training and Development, Los Angeles

Warner Burke, Program Director, National Training Laboratories

Kent Wampler, Manager-Employee Development Systems, American Airlines

Vincent O'Leary, Director, NCCD Division of Research Information and Training

William T. Adams, Associate Director, Joint Commission on Correctional Manpower and Training

The Director of the Correctional Training Resource Center served as conference coordinator. Twelve persons served as resource persons to the participants during the conference period (Appendix F).

The final conference agenda and format was as follows:

April 21, 1968

2:00 P.M. Registration  
3:00 P.M. Meeting: Resource Staff  
7:30 P.M. Opening session -  
Greetings

John M. Borys  
Arnold J. Hopkins

8:00 P.M. Content Analysis:  
Participants Responses to Questionnaire  
Warner Burke

(See Appendix C)

April 22, 1968

9:00 A.M. Demonstration of Training Programs  
SITCP Project Directors:

Charles Newman  
Arthur Robbins  
Tom Hageman  
Omer Jones  
Donald Brewer  
William Morro

10:30 A.M. Group Discussion

11:15 A.M. Group Reports

1:30 to 4:30 P.M.  
Organizational Development and Change  
Carl B. Kludt

7:30 P.M. The Role of the University in Correctional  
Training

William T. Adams

9:00 P.M. Group Discussion

9:30 P.M. Group Reports

April 23, 1968

- 9:00 A.M. Implementation of Training Programs  
Carl B. Kludt
- 10:30 A.M. Triad Exercise: Problem Consultation
- 1:00 P.M. Federal Funds For Correctional Training  
Courtney Evans
- 1:30 P.M. Training Techniques  
Kent Wampler
- 3:30 P.M. Micro Laboratory  
W. Warner Burke
- 7:00 P.M. (Parole) Frame of Reference Inventory and  
Feedback  
Vincent O'Leary

April 24, 1968

- 9:00 A.M. General Session
- 9:30 A.M. Regional Group Meetings - Strategies for  
Self Help
- 11:00 A.M. Regional Group Reports
- 11:45 A.M. Summation  
Vincent O'Leary

At the conclusion of the conference, the participants were asked to respond to an evaluation questionnaire, the results of which are attached (Appendix D).

- a) Thirty-six of the participants responded that they would attend a follow-up conference and further recommended that conferences be scheduled for all future grantees. Consideration for future conferences or institutes should be organized on a regional

basis to take advantage of the experience of current project directors.

- b) A pre-conference questionnaire indicated a wide variety of needs among the various participants. Evaluation responses to the question "What Three Problems Did You Solve by Attending the Conference?" again reflects this variety of needs and that the conference was a positive experience for many of the participants. The participants viewed the conference as providing an opportunity to:

Determine what was being planned and developed among the various projects

Gain information about training techniques.

Identify resources for use in training.

Relate OLEA objectives to funded projects.

See the commonality of problems among the projects.

Clarify the role and function of Correctional Training Resource Center.

- c) Eighteen areas of interest (or need) were identified by the participants prior to the conference and they were asked to respond whether or not the conference was helpful, adequate or not helpful, for the participants in meeting these particular areas of interest (or need).

Learning about training techniques, and the opportunity of sharing training experiences were listed most frequently as "Helpful". Defining the role of the university in Correctional Training, information about grantee programs and defining the role of training in corrections in that order, were listed as the next most helpful experiences.



- d) In regard to the conference format and presentations, participants were asked to rate the experiences, on a scale from not useful to highly useful. Informal discussion and small group activities received the most frequent ratings as highly useful. A regional group meeting to develop mutual support received the next highest rating.
- e) Developing evaluation criteria received the poorest rating in the list. This topic was deleted from the program to give participants more opportunity to examine their developing or proposed programs as compared to those which has been completed and presented at the conference.
- f) Finally, participants were only slightly less positive regarding the development of conferences for persons with responsibility in correctional training (Personnel Directors or Trainers). The majority (31) recommended that such conferences should be offered and developed on a regional basis (23). 21 of the respondents recommended that such conferences should not only provide participants with training information but also a training experience.
- g) On the last day of the conference, participants were organized into five regional groups to devise strategies for Self-Help. They were also asked to address themselves to the services being provided by the Resource Center.

The participants made several recommendations regarding the role of the Correctional Training Resource Center as follows:

- 1) The role of the consultants (program development and implementation) should be expanded to full time positions. If this cannot be done, then the number of site visits should be increased.
- 2) The Center should maintain and circulate a calendar of training events.

- 3) The Center should develop and circulate a directory of Resource Persons used in planning, development and implementation of training programs.
- 4) The Center should assist and support the convening of regional training conferences as well as another National Conference.

2) Grantee Quarterly Reports

As a part of its project proposal, the Resource Center has been reviewing the Quarterly Reports from most of the grantee states. Three reports have been submitted to the Office of Law Enforcement Assistance covering the period from July 1, 1967 through March 31, 1968.

States receiving OLEA funds have organized a working partnership between a university and a state correction system. Funds were allocated by OLEA in two phases. The first phase was concerned primarily with the planning and development of statewide in-service training programs. These varied in duration from six to twelve months among the various states. Activities during this period involved the establishment of an advisory committee, development of survey instruments and surveys of current state training programs and future needs, utilization of expertise in development of training and pilot training institutes. The second phase involved additional funding for the actual implementation of a statewide in-service training program.

- A) Advisory committees have been formed in each state composed of representatives from the university and corrections as well as representatives from other state agencies such as mental health, education, vocational rehabilitation, etc. The size of committees has varied from 6 in Kentucky to 21 in Delaware. The committee has been used primarily to identify resources in each state and to evaluate the progress of the project.

- B) Each state has provided a survey of existing state in-service training. Three forms of limited training are generally available: 1) An orientation course for new employees of 2 weeks or less; 2) Some form of weekly or monthly in-service training for selected employees; 3) An annual workshop or seminar for selected employees.

A survey of training needs for individual correctional agencies was also carried out and involved one or more of the following methods; a record search or self report to develop a personnel profile, questionnaires and interviews (individual and group) to determine job problems and training suggestions as viewed by the practitioner in corrections.

- C) Consultants have been utilized in a variety of capacities such as lectures, curriculum development, assisting in training designs and developing survey instruments. By and large, consultants within each state rather than persons from out of the state were used.
- D) Most of the grantees utilized A Pilot Institute as a method of demonstrating "What is Training?" to correctional personnel as well as an opportunity for personnel to indicate lacks in training opportunity and to identify job and training needs.

#### Significant Developments

The following developments among the grantee states are significant in their applicability to current projects, future grantees or current correctional training programs.

- 1) The demographic studies of correctional personnel as exemplified by Georgia and Oregon.
- 2) The formulation of written Training Objectives developed by correctional administrators in Pennsylvania.

- 3) The survey of state educational systems and their applicability as resources for correctional training - Georgia and West Virginia.
- 4) The development of correctional curriculum and especially those courses for which university credit will be given.
- 5) Job analysis of correctional positions and the relationship of job functions to training content - Georgia.
- 6) Organization of local training committees to develop and monitor training programs - Kentucky and Oregon.
- 7) The development of a course in the Principles of Supervision in a correctional setting and related case histories, role playing outlines and manual - Kansas.
- 8) The planned use of closed circuit television (for correctional personnel on a local basis) with group discussion leaders amplifying the televised curriculum - Delaware.
- 9) The proposed utilization of existing physical facilities as a training center - Rhode Island.

#### Continuing Center Activities

The person originally chosen to serve as Training Consultant (Project Director) of the Correctional Training Resource Center declined the position. A part time coordinator Mrs. Nada Beth Glick, was not hired until mid September 1968 and the present project Director was hired on December 18, 1968.

Approval was received from the Office of Law Enforcement Assistance to extend the present project through August 31, 1968.

During the months of July and August the following activities will be completed:

- 1) Newsletter No. 6 August 1968.
- 2) Three additional Resource Packets have been developed and will be disseminated. These include:
  - No. 6 Films in Training
  - No. 7 Training the Probation Officer
  - No. 8 Supervisory Training
- 3) A Resource File will be inaugurated by the Resource Center. A questionnaire will be circulated among the directors requesting them to identify by name, address and area of expertise those persons used in various elements of the planning, development and implementation of training programs. To insure immediate circulation of this information, the data will be recorded, as it is received, on standard sized loose leaf inserts.
- 4) Persons with responsibility for training in various correctional agencies have been submitting their names to the center for inclusion in a projected Correctional Trainers Directory.
- 5) A calendar of training events will be circulated among the various states to facilitate the use of training programs, where possible, by correctional personnel from neighboring states.
- 6) A questionnaire is being developed which will be utilized to identify training needs in preparation for the development of regional meetings among project directors, correctional administrators, supervisory staff, trainees and university personnel.

- 7) The proceedings from the National Conference on Correctional Training (April 21-24, 1968) have undergone initial editing and draft copies have been sent to the presentors for modifications and supplementation. A draft copy will be submitted to OLEA before the final printing. Copies of the proceedings will be sent to all project participants, staff and resource persons to the conference. Sufficient copies will be available for future project directors.

### Grantee Contribution

As part of the initial proposal, each grantee has contracted to contribute additional staff time and or materials to each project. The National Council on Crime and Delinquency has contributed both its resources and personnel in support of the national training effort. State and Regional Directors have been available as consultants to developing projects or as resource persons in such states as Oregon, Iowa, Indiana, Ohio and Kentucky. In new Mexico, Oklahoma and Massachusetts, the State Directors have been supporting and encouraging key correctional and university officials to submit proposals for Statewide In-service Training Programs. NCCD publications such as Information Reviews and Selected Highlights have been made available to project directors. The cooperating agencies have contributed the services of staff members as evaluators of materials, planners, resource persons, and lecturers for the National Conference and as advisors to the Correctional Training Resource Center.

### Future Center Activities

It is proposed that during the second year of the project the Correctional Training Resource Center will be engaged in a number of projects many of which will be a continuation and expansion of those developed during the first year as well as new areas currently being explored. Among these activities will be:

- 1) Six issues of the Newsletter

- 2) Six additional Resource Packets will include information on physical facilities for training, training techniques and instrumented training.
- 3) A calendar of training events among SITCP projects as well as training programs conducted by private industry and relevant to corrections.
- 4) A File of Resource Persons who have been and may be used in various aspects of training.
- 5) A Directory of Correctional Trainers in the United States.
- 6) An inquiry answering service.
- 7) A panel of consultants to assist SITCP directors in the development and implementation of training.
- 8) Publication of the abstracts of all relevant material received by the Resource Center.
- 9) The development of five regional meetings for project directors, correctional trainers and administrators and university personnel to encourage exchange of training personnel and strengthening in-house training capability in correctional agencies.
- 10) Publication of relevant training material generated in the various regional meetings.
- 11) The Resource Center will collaborate with other NCCD staff and the Probation Management Institutes in the development of correctional training models.

## APPENDIX

- A ..... Model Time Table.
- B ..... Conference Invitation.
- C ..... Questionnaire Responses & Feedback.
- D ..... Conference Evaluation.
- E ..... Roster of Conference Participants.
- F ..... Roster of Resource Persons to the Conference



**APPENDIX A**

## A MODEL TIMETABLE

For The

### Planning and Development of Statewide In-Service Training Programs for Correctional Personnel

The timetable has been developed to serve as a general guide line. It provides a ready reference by which to gauge the progress of scheduled project efforts and illustrates the major areas of project activity. The timing of activities and the stages in planning and development, as set forth, are subject to modification dependant upon individual circumstances.

Developed for the Office of  
Law Enforcement Assistance by  
the Correctional Training  
Resource Center

MONTH - ONE

1) Establish Advisory Committee on Training.

- Committee Membership
- (a) Administrative Heads of University Probation Parole & Dept. of Corrections.
  - (b) Consider Representation from Mental Health, Education, Vocational Rehabilitation, State Personnel Dept., etc.

2) Appointment of Project Director

- 3) Advisory Committee Meeting:
- (a) Define Goals and Objectives of the Training Project
  - (b) Function of Committee
  - (c) Role of Project Director

4) Selection of Project Staff

5) Identify Consultants

MONTH - TWO

(1) Review Literature - Corrections Training.

- (2) Development of Survey Plan & Instruments:
- Schedules
  - Questionnaires
  - Personal Interviews
  - Group Meetings of Correctional Personnel

- (3) Project Director:
- (a) Visits to Training Programs
  - (b) Consultation with Correction and Training Experts

MONTH - THREE

- (1) Advisory Committee Meeting.
- (a) Outline Survey Plan
  - (b) Selection of Survey Staff
  - (c) Selection of Subcommittee(s) on Training:
    - Curriculum
    - Methods
    - Evaluation
    - and/or
  - (d) Training Committee(s) Representing Trainees and agencies.

(2) Implementation of Survey: Training Needs.

- (a) Target Population
- (b) Profile of Correctional Personnel
- (c) Physical Resources
- (d) Personnel Resources
- (e) Available Expertise
- (f) Time Schedules

First Progress and Financial Report, due nearest Calendar Quarter

MONTH - FOUR

(1) 1st Quarter:  
Progress and Financial  
Report Due OLEA by the  
20th.

(2) Conclusion of Survey

(3) Collect Survey Data

MONTH - FIVE

(1) Analysis of Survey  
Data

(2) Consultation with  
Specialists

(3) Advisory Committee Meeting:  
Interpretation of Survey  
Data:

(a) Existing Training Pro-  
grams.

(b) Personnel Profile-  
Target Groups

(c) Priority of Training  
Needs. Immediate &  
Long Range

(d) Preliminary Draft-  
Pilot Training  
Project(s)

MONTH - SIX

(1) Development of Pilot  
Training Project(s)

(2) Training Committee(s) or  
Sub-committee(s) or  
Meeting:

Methods

Curriculum

Evaluation Instru-  
ments

Selection of Site(s)

Instructional Per-  
sonnel

Estimated Cost of

Pilot Projects

(OLEA - State)

(3) Implement Pilot  
Training Project(s)

MONTH - SEVEN

1) 2nd Quarter:  
Progress and Financial  
Report due OLEA by the  
20th

2) Pilot Training Project(s)  
in Progress

3) Training Committee(s) or  
Sub-committee(s) Meetings:  
Monitor Progress of  
Pilot Training Project(s)

MONTH - EIGHT

(1) Conclusion of Pilot  
Training Project(s)

(2) Training Committee(s) or  
Sub-committee(s) Meeting:  
Compilation and  
Analysis of  
Project Experiences  
and Data

(3) Advisory Committee  
Meeting

(a) Review Pilot  
Training Project(s) Data  
(b) Review Outline of  
Final Project Report  
(c) Resource Persons for  
Implementation Stage  
(d) Estimated Costs of  
Implementation Stage

(4) Outline of Final Project  
Report to OLEA

MONTH - NINE

(1) Preliminary Draft:  
Proposal for Implementation  
Stage

(a) Review results of  
planning project  
(b) Target Population  
(c) Schedule & Location  
(e) Training Methods  
(f) Resource Persons  
(g) Evaluation Design  
(h) Costs (OLEA - State)  
(i) Future Training  
plans (State)

(2) Advisory Committee Review:  
Draft for Implementation  
Draft of Final Report

(3) Modifications of Report  
and Proposal as Necessary

MONTH - TEN

MONTH - ELEVEN

MONTH - TWELVE

1) Final Project Progress Report due OLEA 75 days following  
Completion of project

2) Final Financial Report due OLEA  
90 days following completion of project

3) Grant Proposal, Stage Two, Implementation of Statewide  
In-Service Training Program for Correctional Personnel

**APPENDIX B**



**UNITED STATES DEPARTMENT OF JUSTICE  
OFFICE OF LAW ENFORCEMENT ASSISTANCE**

WASHINGTON, D.C. 20530

April 5, 1968

Dear :

The Office of Law Enforcement Assistance, U. S. Department of Justice, cordially invites you to participate in a Conference on the Development of Correctional Staff Training Programs to be held at the University College Center of Adult Education, University of Maryland, College Park, Maryland on April 21-24, 1968. The Conference will be conducted in cooperation with the National Council on Crime and Delinquency in conjunction with its Correctional Training Resource Center, for OLEA Correctional In-Service Training Program grantees.

Designed to serve as a laboratory training experience, the Conference will feature presentations by training specialists from private industry, universities, and professional correctional organizations. Small group discussions which will provide participants an opportunity to react to pertinent subjects are also scheduled.

The Conference will provide OLEA grantees presently engaged in developing Correctional In-Service Training Programs with an opportunity to exchange ideas and experiences in planning for their respective State Correctional Training Projects. This interchange should be of assistance to grantees in the preparation of operational stage proposals and offer guidance to those currently involved in the design of Statewide Training Systems. Conferees should be prepared to identify problems and discuss issues which the collaborating agencies encounter in formulating and implementing Correctional Staff Training Programs.



Information concerning travel arrangements and Conference accommodations will be announced in a detailed program schedule to be distributed by the National Council on Crime and Delinquency.

We hope you can be with us; however, if you cannot, we request that you do not send a representative. Your invitation is due to your intimate involvement (either as project director or collaborating agency representative) in the establishment of a Correctional Training Program for your State and we do not believe that a substitute could adequately represent you.

We are looking forward to your participation in the Conference and suggest, if you have not already done so, that you confirm your attendance with Mr. John M. Borys of the NCCD Correctional Training Resource Center.

Sincerely,

COURTNEY A. EVANS  
Acting Director

**APPENDIX C**

PRE-CONFERENCE QUESTIONNAIRE

N=20

1) List the qualifications a Trainer should possess:

a) In a Central Agency.

Education: A.B. degree ..... 6  
 M.A. degree ..... 6  
 Not specified ..... 8

Correctional

Experience: 2-3 years ..... 6  
 10 years ..... 1  
 Wide & varied .....13

Training

Experience: 1 year ..... 1  
 Not specified .....19

b) In a sub-division of the agency.

Education: Some College ..... 2  
 A.B. degree ..... 7  
 M.A. degree ..... 2  
 Not specified ..... 9

Correctional

Experience: 1 year ..... 4  
 2-3 years ..... 2  
 5 years ..... 1  
 Not specified .....13

The following qualifications were listed by the respondents:

	#
Knowledge of training theories & methodologies .....	12
Research and evaluation experience .....	9
Teaching experience .....	7
Willingness to experiment & innovate .....	5
Ability to motivate .....	4
Ability to work with people .....	4
Knowledge of behavioral sciences .....	4
Knowledge of group dynamics .....	4
Ability to work with administrators .....	2
Public speaking ability .....	1
Knowledge of casework .....	1
Intelligence .....	1
Sense of humor .....	1

2) Identify three problems you have encountered in training:

<u>Problem</u>	<u># of Responses</u>
Lack of funds .....	9
Training schedules vs work schedule .....	7
Motivating trainees .....	7
Coordinating all agency training efforts .....	5
Commitment from administrative staff .....	5
The organizational structure .....	4
Lack of qualified trainers .....	4
Curriculum appropriate for all personnel .....	3
Lack of state resources .....	3
Corrections philosophy: Defined but not applied	3
Not clearly defined .	2
Geographical problems .....	2
Communication between staff levels .....	2
Planning the training sequence .....	2
Communication between university & corrections	1
Securing feedback .....	1
Defining roles of correctional personnel .....	1
Evaluation procedures .....	1

3) Have you utilized resources from business, industry or private training organizations in your training program ?

	<u>Yes</u>	<u>No</u>
Business or Industry	6	14
Private Training Organization	7	13

The following is a list of individuals or organizations identified by the respondents as resources for training:

American Airlines	American Management Association
Bell Telephone	Consumers League of America
Dale Medsher Assoc.	Purdue: Industrial Supervision
Jay Hall	Rutgers: Management Services
Internal Revenue Service	Jail Inspection Services
Police Academy	Robert Morton Associates
O'Rourke & Castelli Associates	Scientific Resources Inc.
Xerox Corporation	

**APPENDIX D**

Conference Evaluation (N=37)

1) In regard to the following interest areas, the conference was:

(check one of the following)

	<u>Helpful</u>	<u>Adequate</u>	<u>Not Helpful</u>
Information about other grants	16	16	5
Sharing training experiences	21	11	5
Planning training programs	13	13	11
Implementing training plan	7	18	13
Survey methods	4	13	20
Data analysis	4	10	23
Evaluation instruments	13	13	11
Curriculum development	8	12	15
Training designs	11	16	10
Training techniques	23	11	3
Training theories	13	17	7
Learning theories	9	10	18
Use of training committees	5	16	16
Use of consultants	10	18	9
Use of inter-agency personnel	3	25	9
Training standards	7	15	15
Role of University in training	17	15	5
Place of training in corrections	14	18	5

2) Rate the following conference experiences in order of usefulness to you:

5 = Highly Useful

1 = Not Useful

	<u>Highly Useful</u>	<u>Fairly Useful</u>	<u>Useful</u>	<u>Somewhat Useful</u>	<u>Not Useful</u>	<u>Blank</u>
<u>Presentations:</u>	5	4	3	2	1	
Organizational Development & Change	4	10	10	8	4	1
University in Correctional Training	10	9	8	6	3	1
Implementation of Training Programs	1	12	12	10	1	1
Training techniques	10	12	9	4	2	
Small Groups	20	9	5	2		1
Training Program Demonstration	9	14	2	5	4	2
Developing Evaluation Criteria	1	7	5	12	11	1
Micro Lab	7	9	9	8	3	1
Regional group meeting	15	9	10	1	1	1
Group reports	7	15	11	1	2	1
Resource persons	7	14	6	7	2	1
Informal discussions	20	11	2		3	1

3) Would you attend a follow-up conference?

Yes 36 No        Possibly 1

4) Should a similar conference be offered for future grantees?

Yes 35 No 1 Possibly 1

5) Should a conference be offered for Correctional Personnel Directors and Training Officers:

Yes 31 No 2 Blank 4

It should be: Regional 23 National 2 Both 7 Blank 5

Duration: One day 3 Three days 18 Five Days 5 Blank 11

6) A conference for Correctional Personnel Directors and Training Officers should be designed to:

Impart training information primarily 4

Provide training experiences  
(T-groups, triads) 5

A combination of above 23

Blank 5



7) What problems did you solve by attending the conference?

Finding out what other projects were doing	8
Information about training techniques	8
Identification of resources for training	8
Better understanding of OLEA objectives	7
Better understanding of my own program problems (commonality of problems)	7
Understanding role and services of Resource Center	4
Contacts to exchange information	3
Clarifying my role in training	2
Better idea of the training task	2
Meeting the broad range of people engaged in training	2
New ideas and concepts about training	2
Role of the university in correctional training	2
Better prepared to begin training program	2
Clarification of instrument training	1
New concept of the "training man"	1
Training program design	1
Policy statement for state training	1
That "high risk" training techniques have a place in corrections	1
Utilization of business and industry training experience	1
Relationship of training to behavior change	1
Selection and function of advisory committees	1
Curriculum ideas	1
Procedure to begin training program	1

8) What should a future conference offer?

More description of training programs	9
Specific evaluation methods	3
Training Methods and Techniques	4
"    "    but related to corrections	3
More interaction on a personal level	3
Problem solving workshops	2
Regional conference	2
Curriculum for specific target groups	2
Differential training designs	4
Training 'Trainers'	1
Program development in chronological order	1
Presentation of implementation proposal	1
Resource information	1
Varieties of learning experience to achieve specific correctional objectives	1
Expansion of present conference (latest developments)	1
Organizational development and change	1
Training research	1
Philosophy and objectives of corrections	

9) What should a conference for future grantees offer?

Presented early in the planning stage	6
Similar to this	2
More How To	2
Description of other training programs	2
Identify needs of directors earlier for planning	2
More discussion time between participants	1
Grant procedure information	1
Limit the objectives of the conference	1
Current grantees should be included	1
Regional	1

**APPENDIX E**

National Conference on Correctional Training  
April 21-24, 1968  
Roster of Participants

PROJECT DIRECTORS

UNIVERSITY OR CORRECTIONAL  
AGENCY REPRESENTATIVES

Alaska

J. Keith Stell  
State Dept. of Health & Welfare  
Division of Youth & Adult Authority  
Juneau, Alaska 99801

California

Kenneth J. Sanger  
Dept. of the Youth Authority  
State Office Building No. 1  
Sacramento, California

Dr. Eugene Sahs  
Social Welfare & Correctional  
Administration  
Sacramento State College  
Sacramento, California

Colorado

Dr. M. L. Howard  
Southern Colorado State College  
Regional Service Institute  
Pueblo, Colorado

Delaware

Jacob Haber  
University of Delaware  
Division of University Extension  
Newark, Delaware

PROJECT DIRECTORS

UNIVERSITY OR CORRECTIONAL  
AGENCY REPRESENTATIVES

District of Columbia

Dr. Rupert C. Koeninger  
D.C. Dept. of Corrections  
Lorton, Virginia

Florida \*

Dr. Eugene H. Czajkoski  
Florida State University  
Tallahassee, Florida

James Ball  
Division of Corrections  
Tallahassee, Florida

Georgia \*

Donald D. Brewer  
Institute of Government  
University of Georgia  
Athens, Georgia

L. E. Walters  
State Board of Corrections  
Atlanta, Georgia

Illinois \*

George W. Kiefer  
Center for the Study of Crime,  
Delinquency, and Corrections  
Southern Illinois University  
Carbondale, Illinois

Indiana \*

Dr. Chester Chiles  
Institute of Criminology  
Indiana State University  
Terre Haute, Indiana

Robert Hardin  
Department of Corrections  
State Office Building  
Indianapolis, Indiana

PROJECT DIRECTORS

UNIVERSITY OR CORRECTIONAL  
AGENCY REPRESENTATIVES

Iowa \*

Glen Jeffes  
Division of Corrections  
State Office Building  
Des Moines, Iowa

Kansas \*

Theodore L. Heim  
Government Research Center  
University of Kansas  
Lawrence, Kansas

Kentucky \*

Brett D. Scott  
School of Law Enforcement  
College of Applied Arts & Sciences  
Richmond, Kentucky

Sture Westerberg, Commissioner  
Department of Corrections  
State Office Building  
Frankfort, Kentucky

Louisiana \*

David Keyser  
Dept. of Institutions  
State Capital Station  
Baton Rouge, Louisiana

**PROJECT DIRECTORS**

**UNIVERSITY OR CORRECTIONAL  
AGENCY REPRESENTATIVES**

**Maryland \***

Dr. Peter P. Lejins  
Dept. of Sociology & Criminology  
University of Maryland  
College Park Maryland

**Missouri \***

Tom V. Hageman  
Division of Inmate Education  
Department of Corrections  
State Capitol Building  
Jefferson City, Missouri

Dr. Arthur Robins, Director  
School of Social Work  
University of Missouri  
Columbia, Missouri

**Nevada \***

Edwin T. Pogue  
State Prison  
Carson City, Nevada

**New Hampshire \***

John Geary  
State Prison, Box 14  
Concord, New Hampshire

Stuart Palmer  
Dept. of Sociology  
University of New Hampshire  
Durham, New Hampshire

**New Jersey \***

Donald D. Zelinski  
Dept. of Institutions & Agencies  
Division of Correction & Parole  
Trenton, New Jersey

Dr. Frank Dee  
Bureau of Special Services  
University Extension Division  
Rutgers State University  
New Brunswick, New Jersey



**PROJECT DIRECTORS**

**UNIVERSITY OR CORRECTIONAL  
AGENCY REPRESENTATIVES**

Ohio

Dr. Charles Unkovic  
Dept. of Sociology  
Cleveland State University  
Cleveland, Ohio

Oregon \*

Donald R. Rinehart  
Correctional In-service Training  
Salem Center for Continuing  
Education  
Salem, Oregon

Gerald D. Jacobson  
Corrections Division  
Salem, Oregon

Pennsylvania \*

Charles L. Newman  
Center for Law Enforcement  
& Corrections  
College of Human Development  
Pennsylvania State University  
University Park, Pa.

Arthur T. Prasse  
Bureau of Corrections  
Camp Hill, Pennsylvania

Rhode Island \*

William J. Morro  
Correctional Training Project  
Rhode Island Training School  
for Boys  
Howard, Rhode Island

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UNIVERSITY OR CORRECTIONAL  
AGENCY REPRESENTATIVES

South Carolina

Leo A. Thrall  
Dept. of Corrections  
Columbia, South Carolina

Vermont

Bruce Wonnacott  
Castleton State College  
Castleton, Vermont

Virginia

Richard L. Matney  
Dept. of Welfare & Institutions  
Richmond, Virginia

Dr. Richard Lodge  
School of Social Work  
Richmond Professional  
Institute  
Richmond, Virginia

West Virginia \*

Frank J. Nuzum  
Division of Clinical Studies  
College of Human Resources &  
Education  
West Virginia University  
Morgantown, West Virginia

Dr. Oscar Mink  
Division of Clinical Studies  
College of Human Resources &  
Education  
West Virginia University  
Morgantown, West Virginia

**PROJECT DIRECTORS**

**UNIVERSITY OR CORRECTIONAL  
AGENCY REPRESENTATIVES**

**Wisconsin**

Omer Jones  
State Dept. of Public Welfare  
Division of Corrections  
Madison, Wisconsin 53701

\* Program Funded by OLEA

**APPENDIX F**

Resource Persons  
to the  
National Conference on Correctional Training

Dr. E. Preston Sharp, American Correctional Association.

Alexander Almasy, NCCD Correctional Training Resource Center.

Dr. Ben Frank and Nick Pappas, The Joint Commission on Correctional  
Manpower and Training.

Arnold Hopkins and Frank Jasmine, Office of Law Enforcement Assist-  
ance.

Dave Jelinek, Ed Lapedis and Dyrk Van Duyl, U.S. Bureau of Prisons.

Charles V. Matthews, Ronald Vander Wiel and Richard R. McMahon,  
Consultants, NCCD Correctional Training Resource Center.