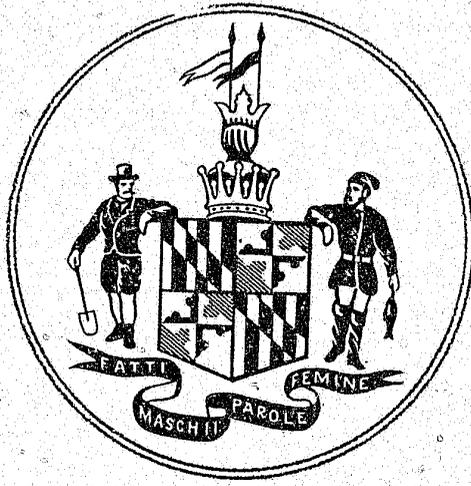


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MARYLAND —
CORRECTIONAL TRAINING
COMMISSION



FIRST ANNUAL

Report to the Governor,

The Secretary of Public Safety
and Correctional Services,
and

Members of the General Assembly

JULY 1, 1971 — JUNE 30, 1972

17318

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CHAIRMAN
LEIGHTON W. DUDLEY
EXECUTIVE SECRETARY
ROBERT L. VAN WAGONER
ASSISTANT EXECUTIVE
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December 1, 1972

The Honorable Marvin Mandel
Governor of Maryland
Mr. Robert J. Lally
Secretary
Department of Public Safety
and Correctional Services
and
Members of the General Assembly

Gentlemen:

As directed in Section 70B, Article 41, of the Annotated Code of Maryland, (1965 Replacement Volume, 1970 Supplement), the Act which established this Commission, I am submitting to you the first Annual Report of the Maryland Correctional Training Commission. This report covers the period from July 1, 1971 to June 30, 1972.

This initial year has proved to be one of real gratification. The Commission has identified the training needs of correctional personnel and overseen the training of nearly 1,000 such personnel in five day programs. Most importantly, the Commission by virtue of its comprehensive authority over State, county and municipal correctional units has begun a process of truly bringing the various components of the correctional community together for a common purpose representing a significant step toward unifying the State correctional system. I think that the accomplishments to date can make us justly proud.

The programs began this year, and the plans anticipated for the future promise to continue to meet the hopes and expectations for a more professionalized correctional system in Maryland. It is interesting to note that this legislation, the first of its

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type in the nation, has served as a model for new legislation in California and Florida. In the proposal presented to the California legislature, Maryland's initiative and leadership was the subject of high commendation.

The members of the Commission are most grateful and encouraged by the continued enlightened attitude of the administration and the General Assembly toward the work and goals of the Commission. I wish to express this gratitude on their behalf.

Sincerely yours,

Leighton W. Dudley
Leighton W. Dudley
Chairman

LWD:mcs

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FOREWORD

The Maryland Correctional Training Commission was created by the 1971 General Assembly through the passage, effective July 1, 1971, as Senate Bill 179, incorporated as Section 70B to Article 41 of the Annotated Code of Maryland (1965 Replacement Volume, 1970 Supplement).

The Commission is composed of eleven members of which eight are ex officio and three are appointive for terms of three years. Following is a list of the members:

Leighton W. Dudley	Chairman	Deputy Secretary for Corrections Department of Public Safety and Correctional Services
John M. Pettibone	Vice Chairman	Director Division of Parole and Probation
James J. Jordan	Member	Commissioner Division of Correction
Louis H. Sakin	Member	President Maryland Parole, Probation and Correction Association
James A. Young	Member	President Maryland Sheriffs Association
Paul J. Reed, Jr.	Member	President Baltimore City Jail Board
John D. Ford, Jr.	Member	President Maryland Community Correctional Administrators Association
Mark S. Richmond	Member	Director of Community Services Federal Bureau of Prisons
*William N. Lowe	Member	Warden Baltimore County Jail
*R. Calvin Hall	Member	Sheriff Worcester County

1. HISTORICAL BACKGROUND

In early 1967, John D. Ford, Jr., Warden of the Montgomery County Detention Center and Joseph G. Egeberg, Jail Inspector for the Division of Correction, consulted with Robert L. Van Wagoner, the Executive Secretary of the Police Training Commission, as to the feasibility of including correctional personnel in police training programs. It was soon apparent that although there was some overlap in training needs for the two groups, generally their needs were quite different. Obviously a separate curriculum had to be developed to meet the needs of correctional personnel.

These men and others then pointed in the direction of preparing a Correctional Training Act which would create a Correctional Training Commission to set standards of training for the Correctional Community as the Police Training Commission was authorized to do for the Police Community. From this effort came a tentative draft for a Correctional Training Act.

ORIGIN OF THE ACT

The Correctional Training Act which evolved was introduced into the 1970 session of the General Assembly and referred for further study to the Correctional Administration Committee of the Legislative Council. At a meeting of this Committee in August, 1970, Mr. Leighton W. Dudley, Deputy Secretary for Correctional Services, Mr. Van Wagoner, Mr. Egeberg and others testified for the legislation. As a result of this Hearing, the Committee asked Mr. Van Wagoner to revise the proposed legislation so that it would administratively merge the Police Training Commission and the Correctional Training Commission, thereby eliminating duplication of organization, function and staffing, and yet preserve the separation of the two Commissions. This was done with Mr. Van Wagoner developing the concept in concert with representatives of the Correctional Community and the late James V. Sullivan, Assistant Executive Secretary of the Police Training Commission.

The original draft would have authorized the Commission to set standards of selection for the appointment of all correctional personnel, to set standards for promotion to first-line managers and supervisors, and to set standards of training for those personnel. The final Act did not include any of these authorities specifically although there was assurance that as worded, the Commission may set training standards at any level. The Commission does retain authority to set standards of eligibility to attend training schools, which based on the experience of the Police Training Commission would permit considerable influence on the ab initio selection and appointment standards.

The original draft included the Department of Juvenile Services under the mandate of the Act. The Act as passed specifically eliminated the Department of Juvenile Services from the mandate and removed their Director from the ex officio membership

of the Commission.

Out of the contemplation of the Legislative Council and considerations of the Legislative Analysts in the Office of the Governor emerged the Act as found in the Appendix of this report as passed by the General Assembly on February 4, 1971, signed by the Governor on April 29, 1971, and became effective July 1, 1971. The mandates became effective July 1, 1972.

2. SALIENT PROVISIONS OF THE ACT

Composition of the Commission

The Act provides that the Commission shall consist of eight ex officio members who may serve personally or designate somebody to represent them, and three appointive correctional, parole or probation officials of the State to be appointed by the Secretary of Public Safety and Correctional Services, with the approval of the Governor, and to represent different geographical areas of the State. The terms of the appointive members were designated as three years, except that upon initial appointment, one was to be for a term of one year, one for a term of two years, and one for a term of three years, so that there would be a new appointment effective July 1 of each year.

Organization and Operation

The Act designates the Deputy Secretary for Correctional Services as the Chairman. The Commission is required to meet annually for the election of a Vice Chairman from its members, and at such other times as a majority of its members, the Chairman or the Secretary of Public Safety and Correctional Services may determine. The members of the Commission are to be paid no salaries but shall be reimbursed for reasonable expenses lawfully incurred in the performance of their official functions. A quorum is constituted by a majority of the Commission members.

The Commission is required to maintain minutes of its meetings and such other records as it deems necessary, and it must report at least annually to the Governor, the Secretary of Public Safety and Correctional Services and the Legislature as to its activities.

Authority and Duties

The Act authorizes the Commission to:

1. Prescribe standards for the approval and the continuation of all schools at which correctional training courses required by the Act shall be conducted.
2. Approve and issue certificates of approval to correctional training schools offering courses of training as required by the Commission, such approval being on a continuing basis upon inspections of those schools.

3. Prescribe the curricula, courses of study, attendance requirements, eligibility to attend, equipment and facilities, and standards of operation of training schools.
4. Prescribe minimum qualifications for training instructors and issue appropriate certificates for such instructors.
5. Issue certificates to "correctional officers" who have completed approved training programs.
6. Appoint an Executive Secretary to serve at its pleasure, who shall perform general administrative functions, and to fix his compensation.
7. Employ other persons as may be necessary to carry out the provisions of the Act upon approval of the Secretary of Public Safety and Correctional Services, and as provided for in the State budget.
8. Promulgate with the approval of the Secretary of Public Safety and Correctional Services, such rules and regulations as may be reasonably necessary or appropriate to accomplish the purposes and objectives of the Act.
9. Make a continuous study of correctional training methods and procedures for all correctional schools and to consult with and accept the cooperation of any recognized Federal; State, or municipal correctional agency or educational institution.
10. Consult and cooperate with universities, colleges and institutions for the development of all general and specialized courses of study for correctional officers as defined in the Act.
11. Consult and cooperate with other departments and agencies of the State concerned with correctional training.
12. Perform such other acts as may be necessary or appropriate to carry out its functions and duties as set forth in the Act.

Probationary Appointments

The Act specifically provides that on or after July 1, 1972, no person shall hereafter be given or accept a probationary or permanent appointment in a "correctional unit" as a "correctional officer" as defined in the Act unless such person satisfactorily meets qualifications as may be determined by the Commission.

3. MEETINGS OF THE COMMISSION

The initial meeting of the Correctional Training Commission took place on August 2 and 3, 1971, at the Donaldson Brown Center of the University of Maryland in Port Deposit. Later meetings were held on September 20, and November 8, 1971, and January 25, February 22, March 16, and May 19, 1972.

Original ex officio members of the Commission were: Leighton W. Dudley, Chairman, Deputy Secretary for Correctional Services; Joseph G. Cannon, Commissioner, Division of Correction; John M. Pettibone, Director, Division of Parole and Probation; T. Howard Metzger, President, Maryland Community Correctional Administrators Association; Rex C. Smith, President, Maryland Parole, Probation and Corrections Association; Paul J. Reed Jr., President, Baltimore City Jail Board; Harold L. Thomas, Chief, Jail Services, Federal Bureau of Prisons; and, James A. Young, President, Maryland Sheriff's Association.

Appointive members to the Commission were appointed as of July 1, 1971, and they were; William N. Lowe, Warden, Baltimore County Jail for a term of three years; R. Calvin Hall, Sheriff, Worcester County for a term of two years; and, Clifford G. Kershner, Correctional Training Officer, Maryland Correctional Institution - Hagerstown, for a period of one year.

Replacements during the year were as follows: James J. Jordan replaced Mr. Cannon as Commissioner of the Division of Correction on September 20; Louis H. Sakin replaced Mr. Smith as President of the Maryland Parole, Probation and Correction Association on November 8; John D. Ford Jr. replaced Mr. Metzger as President of the Maryland Community Correctional Administrators Association on November 8; and Mark S. Richmond replaced Mr. Thomas from the Federal Bureau of Prisons on May 19.

Messers Thomas and Richmond were represented by Mr. Richard Engle, Community Programs Officer, Community Services Division, Federal Bureau of Prisons. On occasion Mr. Jordan was represented by Mr. Mark Levine, Director of Administration, Division of Correction; and Mr. Pettibone was represented by M's Patricia Murphy, Training Coordinator, Division of Parole and Probation.

Mr. Smith was elected Vice Chairman at the initial meeting of the Commission on August 2, and was replaced by Mr. Pettibone on November 8.

At the initial meeting of the Commission, Robert L. Van Wagoner was appointed Executive Secretary with the approval of Robert J. Lally, Secretary, Department of Public Safety and Correctional Services. The Commission was briefed as to the specifics of a grant requested by Secretary Lally and approved by the Governor's Commission on Law Enforcement and the Administration of Justice, which was funded on July 31, 1971, and which established the Maryland Correctional Training Academy (The specifics of that grant are included below in the section entitled "The Maryland

Correctional Training Academy".) The Commission endorsed the plans for the Academy and in later meetings provided direction to the Academy regarding plans, programs and operations. Secretary Lally spoke on the role of the Commission. He stated that to the best of his knowledge the Commission was the first of its kind in the nation.

At the meeting on September 20, the Commission endorsed a grant request to the Governor's Commission for a study for a Criminal Justice Training Center. This study would attempt to establish the feasibility of combining the training efforts of all components of the Criminal Justice System in Maryland in one central location.

At its meeting on February 22, 1972, the Commission mandated that all new Correctional Officers (guards, jailers, etc.), Parole-Probation Agents and Classification Counselors employed by a correctional unit, as defined in the Act, on or after July 1, 1972, must complete a minimum standards program within one year of their employment before becoming a permanent appointment. At the meeting on May 19, the Commission, upon a recommendation from the Academy, adopted the curricula for those programs (Those curricula are included below under "Establishment of Minimum Standards of Correctional Training").

At the meeting on March 16, the Academy recommended project areas to be included in the grant request for Fiscal Year 1973. The Commission endorsed the plan and the Academy staff proceeded to develop the grant request.

4. STAFF ORGANIZATION

On August 2, 1971, Robert L. Van Wagoner was appointed Executive Secretary by the Commission, with the approval of Robert J. Lally, Secretary of Public Safety and Correctional Services. Mr. Van Wagoner, then fifty-five years of age had been and continued to be the Executive Secretary of the Police Training Commission. Since the purpose and intent of both Commissions are essentially the same and an organizational framework for purposes of administration was already in existence it was decided to operate both Commissions under one roof.

Mr. Van Wagoner was appointed Executive Secretary to the Police Training Commission on November 21, 1966. He had just retired after twenty-five years as a special agent of the Federal Bureau of Investigation (FBI), having served the FBI in Los Angeles, Seattle, and San Juan before coming to the Baltimore Office in October 1943. Except for the period from March 1954 to August 1957, when he was assigned to the FBI Headquarters in Washington, D. C., Mr. Van Wagoner was attached to the Baltimore Office. While assigned to the Baltimore Office he served for nine years as a police instructor throughout Maryland and Delaware. He has been a resident of the Baltimore area since October 1943, and currently owns his home in Howard County.

Mr. Van Wagoner received a Bachelor of Arts degree from Denison University in Granville, Ohio, in June 1938, and in June 1941, was awarded a Bachelor of Laws degree from Washington and Lee University at Lexington, Virginia. He was admitted to the practice of law in the state of Virginia in 1941, and entered the FBI in July of that year.

On August 18, 1971, Thomas A. Rosazza was appointed Assistant Executive Secretary to the Commission. At the time of his appointment, Mr. Rosazza was 28 years old. Formerly he was the Chief, Educational Services Division, 3320th Retraining Group, Lowry AFB, Colorado from 1967 to 1970. His responsibilities included the management and supervision of social, academic and vocational training programs for Air Force court-martial offenders. In 1970, Mr. Rosazza was appointed Assistant Warden-Treatment at the Maryland House of Correction in Jessup and he served there until his appointment as Assistant Executive Secretary. He has been a resident of Maryland since 1970, and currently owns his home in Montgomery County.

Mr. Rosazza received a Bachelor of Arts degree from Providence College, Providence, Rhode Island in 1965, and a Master of Education degree from University of Hartford, Hartford, Connecticut in 1966.

On September 1, 1971, Mrs. Margaret Fischer entered on duty as secretary. By autumn, 1971, filing and records systems had been completely organized.

5. THE MARYLAND CORRECTIONAL TRAINING ACADEMY

The Correctional Training Commission could not call upon each correctional unit either individually or collectively to deal with the problems of an absence of in-service and pre-service training. The funds and the personnel to accomplish the requirements imposed upon the Commission were not available. As a result, the Maryland Correctional Training Academy was established in August 1971, through a grant of \$220,200 from the Governor's Commission on Law Enforcement and the Administration of Justice.

The general objective of the Academy in Fiscal Year (FY) 1972 was to enable the Commission to achieve its purpose as set forth in the Act. The general objective can be broken down into specific goals, namely:

- To improve the problem-solving skills of top administrators.
- To train potential trainers (currently training officers or line supervisors of a unit) in the training process and use of specific techniques of curriculum development and instruction.

- To design curricula and training materials for correctional officers which would improve their job performance.
- To train 1,000 Correctional Officers for a period of five days.

To meet these objectives, Robert J. Lally, Secretary, Department of Public Safety and Correctional Services contracted with Situation Dynamics Incorporated (SDI) of Crofton, Maryland. The Academy was actually set up in August 1971, with a staff of five professionals (four SDI employees and one State employee).

The staff cited specific program areas for training i.e., training to be conducted for correctional officers, parole-probation agents, supervisors, administrators and, in the face of the enormous amount of training to be done, for persons within the system to assist the Academy staff as "Consultant-Trainers". The development of Consultant-Trainers was considered essential for the continuance of the training effort since:

- The services of SDI could not be anticipated when federal funding closed.
- The training programs would be most relevant if developed and trained by persons who know the problem areas of the various correctional units.
- The utilization of trainers on detached duty to the Academy (on a 1/5 or 1/10 time basis) would cut down on overhead for training and would assure that the trainer does not lose touch with operations in the field.
- The Consultant-Trainer concept allows the Academy to draw on many people in the system who have expertise in a particular area rather than to have a few trainers try to qualify themselves in several areas.

TRAINING OF TRAINERS PROGRAM

It was decided to begin the training programs for Consultant-Trainers in September-October 1971. A set of criteria for the selection of Consultant-Trainers as decided by the Commission was developed. It included:

- Freedom of time to be trained, to prepare and to train.
- Experience in in-house training preferred.
- Motivation and willingness to train.
- Position in the correctional unit and job experience should be high enough to establish credibility with the trainees.
- Career plan must be enhanced by the experience.
- Teaching ability or capacity to be developed must be evident.

A total of 49 trainers from various correctional agencies were nominated and selected to attend a "Training of Trainers" program.

The program was five days in residence at the Washintonian Motel in Gaithersburg, and training techniques were a combination

of input by the training professionals concerning specific training techniques, actual practice by trainees in the use of these same techniques, and group interaction concerning the use and effectiveness of these techniques in training. Specifically, trainees were involved in giving lectures to the group, conducting group discussions, writing and involving themselves in role plays, and conducting simulation exercises.

Evenings during the week were devoted to reading, preparation of presentations by trainees for the next day's session, individual consultation by trainees with the Academy staff and informal get-togethers to discuss the programs in general.

Upon completion of the program, each Consultant-Trainer volunteered to work on one of three main projects, i.e., Supervisors Program, Correctional Officer Program or Parole/ Probation Agent Program. Each program was headed by a staff professional and his responsibilities included assignment of program development tasks to the Consultant-Trainers, and consultation individually and in teams regarding training techniques and program development.

SUPERVISORY PROGRAMS

Approximately 330 supervisory personnel attended five day residential programs at the Washingtonian Motel.

A Sunday orientation session was held for the purpose of getting the group together and explaining what would happen during the week. Parole-Probation and Correctional Officer Supervisors were divided into two groups for the program; however, there were evening "idea exchange" sessions combining the two.

The sessions, with trainer input and trainee activities, revolved about principles of supervision, motivational needs of employees, communications, improving employee performance, standards of performance and handling grievances. In addition to the supervisors mentioned above, essentially the same program was conducted for the top administrators of the county jails.

TOP ADMINISTRATORS PROGRAM

The Top Administrators from the Department of Public Safety and Correctional Services, State Division of Correction, State Division of Parole and Probation, Baltimore City Jail, Patuxent Institution and the Supreme Bench of Baltimore Department of Probation attended a one-week residential program after the supervisors program.

The program had three objectives: to train top administrators in management techniques; to acquaint them with the one-week

design for supervisors; and a three-day portion devoted to an evaluation of the supervisory programs, discussion of the role of training in Corrections, problem solving workshops and a presentation by Secretary Lally on the role of the Secretariat.

A major source of materials used in conducting the problem solving groups was the feedback which the Academy staff had received from the supervisory programs.

CORRECTIONAL OFFICERS PROGRAM

Utilization of the Consultant-Trainers began with the planning of the correctional officers project in September. The training was not to be residential, so it was decided to conduct the program at facilities throughout the state, thereby minimizing travel time and expenses for the trainees. The programs were conducted at the Correctional Camp Center in Jessup, the Training School for Boys in Cub Hill, the Correctional Institution in Hagerstown and the Laurel City Council Chambers.

The development phase of the project began in October and continued through January. Several meetings with the Project Director were conducted for the purposes of developing program content and practice in training techniques. By January 1972, training plans were completed as were all audio-visual aids and handout materials.

Two training rehearsals for Consultant-Trainers were held in-residence during January. As a result of these rehearsals, Consultant-Trainers received feedback as to their performance, suggestions for possible changes in the program content or methods, and they further refined their training plans before the beginning of the project in February.

Actual implementation of the correctional officers project began in February 1972. A pilot program ran from February 14-18 which was essentially the same program as those which would later be conducted. However, during this week, professional consultants were called in to observe the Consultant-Trainers and to give individual feedback on their performance in training.

Following the pilot program, the five-day design was conducted by the various trainers. Approximately 400 correctional officers from the Division of Correction, Patuxent Institution, Baltimore City Jail, and 13 County Jails attended this program. Two programs were conducted per week for eight weeks.

The content of the program included subjects such as: Correctional History and Philosophy, Community Corrections, Role of the Correctional Officers, Effects of Imprisonment, Legal Rights of Correctional Officers and Inmates, Treatment Programs, Criminality and Culture, Report Writing, Supervision of Inmates, Riot Control, Drug Abuse, Role of Parole and Probation, etc.

The methods used in presenting the program were lecture, group discussion, role play, simulation, problem-solving,

brainstorming, etc. There were no field trips or field training largely because the program was only one week long.

PAROLE - PROBATION AGENTS PROGRAM

Concurrent with the correctional officers project, a series of five-day workshops for Parole-Probation Agents was conducted. Planning and program development for this project moved in much the same way as that of the Correctional Officers Program.

As in the Correctional Officers Program, a pilot program was conducted from February 14-18. Following the pilot program, seven programs were conducted for approximately 230 trainees.

The content of this program included a History of Correction, The Criminal Justice System, Role of the Parole Agent, Interviewing Techniques, Individual and Group Counseling, Pre-Sentence Investigations, Caseload Management, Case Analysis, etc.

FISCAL YEAR 1973 PLANS

THE DEVELOPMENT PHASE OF THE ACADEMY

The initial plan for the Academy was to establish it as an arm of the newly developed Commission. The FY 73 plan is to "develop" the Academy by fully developing plans, programs, people and methods by which the Academy can more adequately serve the State in FY 74. The continuation of the project in FY 74 will be the "Implementation Phase," utilizing what is developed in FY 73.

Again, the Commission contracted with SDI to direct the development phase of the Academy. Following is a description of each project area.

DEVELOPMENT OF CONSULTANT-TRAINERS

The Commission must assume the responsibility for development of personnel to implement training in FY 73 and for future years.

In FY 72, the Commission relied on the Academy to design programs, to supervise program development and to carry out training for the year. Only two of the programs, those for correctional officers and probation-parole agents, involved Consultant-Trainers. With the expected expansion of supervisory and officer-agent training programs in the future, a corresponding increase in the number of Consultant-Trainers is necessary.

The goals of this project are:

- To develop approximately forty training personnel to implement training programs certified by the Commission.

- To develop a three-week, or possibly longer, training of trainers program.
- To train personnel in the professional presentation of program content, in a variety of training techniques to assure effective learning, and in the design of training program content.
- To match the trainers, based on their qualifications, interest and preparation, with the appropriate training topics and techniques.
- To develop the capability to evaluate trainer effectiveness in actual training situations.

The length of the training of trainers program can be flexible. However, for adequate development of training personnel, the program should be no less than three weeks in duration. Approximately 1/3 of the total time is needed for teaching rudimentary training skills while the other 2/3 is required for practicing the techniques learned and for adapting them to specific program content.

The content of the program would include lecture input, group discussion and group exercises in presenting training techniques. In addition, it would involve simulation activity requiring trainer participation and leadership in public debate, panel discussion, brain-storming, role playing and other training methods. The training would include sharpening of trainer skills in developing training modules and in executing training based on programs developed by others. Finally, trainers would be introduced to particular needs of specific training situations such as on-the-job orientation, other in-house training and conventional classroom type training.

PRE-SERVICE PROGRAM DEVELOPMENT

Normally, training for correctional, probation, parole and related personnel has been sporadic or based on ad hoc programs. Fully developed training designs including subject content, training plans, reference materials and other training aids are scarce at best. The material that exists is not designed to readily meet the various needs of the correctional units in the State since most existing materials have been used to train relatively small numbers of correctional personnel. These will need extensive redesigning to be implemented on a system-wide basis.

The overall inadequacy of correctional training content is acknowledgement by the Joint Commission on Correctional Manpower and Training in its January 1970 Report entitled, Perspectives on Correctional Manpower and Training. The Commission notes that while successful training programs from industry can serve as models...

More sophisticated instructional materials will have to be developed - perhaps under the auspices of a national training center which could also serve as a disseminator of information to individual agencies.

The specific problems to confront in Maryland are development of programs to fit the needs of pre-service personnel.

The goals of this project are:

- To develop five weeks of pre-service programs for Correctional Officers and Parole/Probation Agents.
- To prepare training plans for each topic covered in the program design. (Included in a training plan are: objectives for the training module; prescribed techniques for presentation [if a lecture is prescribed the actual lecture would be in the plan]; training aids; reference materials and bibliographies for the trainer; commonly asked questions and suggested answers or responses, etc.).
- To design tests and measurements for evaluation of participation learning and achievement.

The proposed comprehensive program development will require extensive consultation with personnel at different levels of the participating correctional units including top administrators, middle management, supervisors and line officers and agents. Further, Academy staff must research program components developed elsewhere.

The overall chronological training work for implementation of the project will involve several phases. These will include staff assignments and determination of job responsibilities for the Consultant-Trainer, development of background reference material, preparation of total program design based upon an assessment of the training needs of new correctional officers and probation/parole agents, and actual writing of program content. It is anticipated that about one hundred (100) different training plans will have to be written to cover all the topics prepared for the different segments of the program.

Following the preparation of program content, the project staff will test it on a pilot basis by presenting the content to selected trainees. Following any redesign of the program as indicated by the pilot, the Academy staff will determine the required qualifications of trainers for each topic and participate in the preparation of trainers.

PRE-SERVICE TRAINING PROGRAMS IN FY 73

The Commission has mandated that all State, county, and municipal Correctional Officers, Classification Counselors,

and Parole/Probation Agents employed after July 1, 1972 must complete a pre-service course of training before they are eligible for permanent appointment in a merit system.

The Academy will conduct two different entrance level programs in FY 73: one for Correctional Officers, and one for Parole/Probation Agents and Classification Counselors. The trainers for both programs will come from the cadre of Consultant-Trainers. In addition, qualified police instructors and other outside resources may be used where possible.

Correctional Officers Program

The Correctional Officer Program will be four weeks in length. The curriculum for this program will be found below under the section entitled "Correctional Officers Pre-Service Program".

Approximately 60% of the training would be in a conventional classroom setting. Methods used would be lecture-discussion, role play, group discussion, brain-storming, etc. Materials would be those developed by the Academy to include trainer's plans, handouts, and visual aids. Other materials will include films and slides to be purchased, rented or developed. Field Training will account for approximately 40% of the time.

Parole/Probation Agents, Classification Counselor Program

This program will be five weeks in length. The curriculum for this program will be found below under the section entitled "Parole-Probation Agents/Classification Counselors Pre-Service Program". Approximately 80% of the training will be in a conventional classroom situation and the remainder in field activities. Methods and materials would be similar in type as those used in the Correctional Officers Program.

The Academy is the only agency in Maryland charged with the responsibility to develop correctional programs and conduct training. Since there are 24 county and city jails, seven major State institutions and State, county and municipal parole-probation agencies, the Academy has had to gear its program content to areas which are common to all trainees. This has not created problems but points out certain limitations of a central Academy and emphasizes the need for specific in-house training efforts to complement those of the Academy.

Although the Commission has the authority to mandate training for practically all employees in Maryland's

Correctional Community, the Academy has geared its initial efforts to five major groups, namely, top administrators, supervisors, correctional officers, parole/probation agents and classification counselors. Since resources to develop programs and actually train are limited, these groups were felt to have the greatest effect on the offender. Further program development and training will include the other categories of persons subject to the mandate of the Commission, and the Academy will have the capability in future years to develop or contract with private firms and/or universities for development of specialized programs.

6. PROBLEM AREA

One major problem area affected the Correctional Officers training effort this year. Normally when an officer attends a training session, he leaves his post vacant, thus requiring a replacement at the institution at time and one-half pay.

The original FY 72 training plan called for training 770 correctional officers in five day programs. However, that figure was reduced to 385 since overtime funds to support the original number were not available. All State, county, and municipal correctional units have been notified by the Commission as to this problem and have been encouraged to include overtime funds, or new positions in lieu of overtime, in their budgets so that this problem will not recur.

This problem does not exist for most other personnel since those positions are not critical to the extent that coverage is required in their absence.

7. ESTABLISHMENT OF MINIMUM STANDARDS OF
CORRECTIONAL TRAINING

In line with its purposes the Commission proceeded to establish minimum standards of training for correctional officers. All State, county, and municipal personnel classified or designated as Correctional Officers (guards, jailers, turnkeys, etc.) Parole-Probation Agents and Officers, and Classification Counselors and Officers employed on or after July 1, 1972, must complete a Minimum Standards Entrance Level Training Course within one year of their employment. Such employees are not required to complete the course prior to actually working in a correctional unit.

There will be two different courses: The Correctional Officers course is designed to fit a 4 week schedule of days per week; the Parole-Probation Agents and Classification Counselors will attend a 5 week program of 5 days per week.

All correctional personnel included in the Act will not receive mandatory pre-service training in FY 73; only the three categories mentioned above will receive such training. The Commission directed the Training Academy to concentrate its initial efforts at curricula development for the the three classifications of personnel considered to have the most direct contact with persons confined to places of incarceration or detention, or persons under parole or probation supervision. Training for other persons will be forthcoming in future years.

On May 19, 1972, the Commission adopted minimum curricula for the stated three classifications. These curricula are as follows.

CORRECTIONAL OFFICERS MINIMUM STANDARDS PROGRAM

ORIENTATION 3 1/2 HOURS

This session will give the new correctional officers an overview of their four week pre-service program. Participants will be given insights into the methods of training which will be used, principles of adult learning will be explored, and in a series of brief exercises, the participants will have an opportunity to get to know each other. In addition, a summary of the program will be offered.

MARYLAND CORRECTIONAL SYSTEM:
OVERVIEW AND ORIENTATION 3 1/2 HOURS

This segment will deal with a brief history of corrections

and will explore the origin of ideas and philosophy now used in corrections. Participants will review how the Division of Correction is organized and its relationship to the other elements within the Maryland Criminal Justice System. In addition to the above, brief consideration will be given to the role of Patuxent Institute, Baltimore City Jail and the County Jails.

FIELD TRIPS 3 1/2 HOURS

To acquaint the new correctional officer with the various types of correctional facilities, field trips will be scheduled at various times to the Maryland House of Correction, the Correctional Camp Center, the Women's Correctional Institution, the Patuxent Institute, the Maryland Correctional Institution in Hagerstown and the Maryland Correctional Training Center, also in Hagerstown. In order for these field trips to be beneficial, special emphasis will be devoted to preparing the participants in terms of what to observe at each institution. Interviews, questions and answer periods will be arranged with the administrator and staff of each institution.

PURPOSE OF CORRECTIONS 2 HOURS

The intent of this session will be to review the goals of the correctional system as they relate to security, custody, treatment and rehabilitation. Modern correctional concepts, standards and practices as they are being implemented in other states will be explored. Special attention will be given to specific long and short range plans and programs within the various correctional units including the concept of a community corrections.

DIVISIONAL POLICIES, PROCEDURES
RULES AND REGULATIONS FOR CORRECTIONAL OFFICERS 1 1/2 HOURS

Major rules, regulations, policies and procedures which all correctional officers should be made aware of and held accountable for will be explored. Emphasis will be given to administrative and personnel matters; and security, custody and treatment of inmates. Critical differences in policies and procedures among various institutions will also be analyzed.

ROLE OF THE CORRECTIONAL OFFICER 3 1/2 HOURS

This unit will deal with the two systems of prison operation

that influenced the shaping of the correctional officer. Both the Pennsylvania system and the Auburn system will be explained. The early role components of jail keepers, impersonal guards, work supervisor, security agent and behavioral counselor will be discussed, and developed in more detail. Reference will also be made to the issues of uniform and dress, community image and public relations.

INFLUENCE OF GENERAL CULTURE ON CRIME 3 1/2 HOURS

The focus for this period will be on the causes and primary factors conducive to crime such as mental disturbance and deviation, improper socialization, criminal associates, norm erosion in an individual and rapid social change affecting values and conduct norms. Attention will be given to the various contemporary theories of criminality regarding differential association, differential opportunities system and anomie. Discussion will center around what is the legal and sociological definition of a criminal.

LEGAL RIGHTS OF CORRECTIONAL OFFICERS AND INMATES 3 1/2 HOURS

Issues to be explored in this unit include the process of judicial intervention, the legal basis of prison policies and rules, Bundy and Adams, Inmate Grievance Commission, and the clarification of legal terms and quotations. A spokesman from the Attorney General's office or the Maryland Bar Association Committee on Correctional Education will be present as a resource. This spokesman will explore in his remarks the legal rights of correctional officers which are currently in effect. He will speak to present trends, recent hearings and charges which have been brought about by inmates against correctional officers.

ELEMENTS AND FUNCTIONS OF THE CRIMINAL JUSTICE SYSTEM 2 HOURS

All segments and units of the Criminal Justice System within Maryland will be discussed and explained. Units to be discussed will include the Division of Correction, the Division of Parole and Probation, Patuxent Institution, County and State Police, Juvenile Services, Supreme Bench of Baltimore City Jail, County Jails, and Courts. The main purposes and functions of these individual units will be explained at length.

ON THE JOB TRAINING AT INSTITUTION - SECURITY PROCEDURES 14 HOURS

This unit will explore the reasons for emphasis on custody,

security and control of inmates. Discussion activities will center around techniques and methods used to maintain a sound system of custody, security and control. Specific topics to be dealt with include contraband, key control, shakedown (both cell and individual), emergency measures, observation of inmates, segregation and counts. In addition, trainees may meet with a group of inmates in an informal setting to deal with issues which may be beneficial to both.

FIELD TRAINING 24 1/2 HOURS

Firing range training will include short lectures on safety and care of weapons. Instruction will include position and bullseye target shooting. Weapons to be used include the shotgun and the .38 calibre revolver. This unit will cover instruction in the use of the riot gun, riot baton and gas weapons.

Relative to defensive tactics, this segment through the use of lecture, demonstration and individual involvement will provide the new correctional officer with the rudimentary skills to defend himself from attack. Trainees will be given instruction in the execution of attacks, holds, falls, counter moves and defenses.

Other areas of instruction to be covered include the use and familiarization of the tear gas grenades and projectiles, pepper fogger, gas billy, the use of the riot baton and disturbance formations, and restraining devices.

ESCORT DUTY AND TRANSPORTATION OF INMATES 3 1/2 HOURS

This unit will explore the correct methods and procedures with which the correctional officers should be familiar when called upon for escort duty or the transportation of inmates either to court, another institution or hospital. Issues to be dealt with include proper security, institutional rules and regulations for escort duty, how to act in court, the use of firearms, the degree of restraint, and procedures of inmate escort.

ROLE OF CORRECTIONS IN INTAKE AND DISPOSITION 5 1/2 HOURS

This section of the program will review the strategic steps of what happens to the public offender from the pre-trial phase to final disposition. The elements which make up and the overall importance of the pre-sentence investigation report will be stressed. Emphasis will be devoted to exploring other alternatives to incarceration. Specific aspects of the pre-sentence

investigation report will be studied in great detail i.e.: (1) Character, personality and life situation of the client; (2) Past social history involving family, education, employment, social intervention, past criminality, mental and physical health; (3) Analysis of client's criminal behavior; (4) Prediction of future behavior; (5) Proposals for treatment; (6) Recommendation to court.

EFFECTS OF IMPRISONMENT 3 1/2 HOURS

The trainees will be exposed to how the offender is initiated into the prison community. Emphasis will be given to the emotional reaction which the offender experiences to prison confinement. Five general types of reactions or adjustments to prison life will be noted. Some types of reaction to prison life include the wholesome, aggressive hostility, compensation, projection and escape. Other issues to be developed include community readjustment, resumption of family life, financial problems incurred during a man's incarceration, resumption of the role as bread winner, dealing with attitudes of parents, wife, children, in-laws, neighbors, etc.

SUPERVISION OF INMATES 3 1/2 HOURS

Main elements to be covered include a basic understanding of the communication process in the areas of verbal, non-verbal and interpersonal relationships. Coverage will also be given to specific methods which had been used successfully in supervising the offender with aggressive behavior patterns. Critical incidents involving the supervision of inmates will be discussed. Definitive guidelines will be presented to the trainees for use on a day to day basis when relating and working with inmates.

WRITTEN COMMUNICATIONS AND REPORT WRITING 14 HOURS

Elements to be included in this block of time are language and terms unique in a prison community, fundamentals of English grammar and punctuation, definition of a report, the essentials of how to write a report, characteristics of a good report, the importance, value and uses of reports, written examples of good and bad reports, and considerable practice by the trainees in writing reports.

HUMAN BEHAVIOR AND INTERPERSONAL RELATIONSHIPS 3 1/2 HOURS

This important unit will focus on the characteristics of good

interpersonal relationships and communication, the various mechanisms of defense including projection, reaction formation, regression, repression, denial, isolation and undoing, turning toward the self, identification, restrictions of the ego. Consideration will be given to better understanding of the process of empathy, observation and developing sensitivity to others.

PSYCHOLOGICAL PROBLEMS OF INMATES; IMPACT OF THE INMATE COMMUNITY ON THE OFFENDER 3 1/2 HOURS

This portion of the course will delineate and identify the major types of inmate behavior, namely the rebel, manipulator, dependents, inadequate, sneak thief, white collar criminal, swindler and mental defective. The main types of informal prison groups will be explored. They include the politician, moonshiners, dope peddlers, gambling syndicate, leather workers, religionists, homosexuals or wolves, manufacturers of weapons and spartans. The impact of living in an institution with the above types of personalities and informal groups will be stressed. Methods by which the new correctional officer can cope with these types will also be considered.

TREATMENT PROGRAMS 3 1/2 HOURS

Issues to be discussed include treatment programs including medical, educational and work study programs, community involvement groups, self-help and assorted volunteer groups, classification and adjustment teams and vocational programs. Other topics to be covered will be an indepth look at classification and its advantages, and adjustment procedures. The session will conclude with the future trends and development in treatment programs.

AN OVERVIEW OF DRUGS 2 HOURS

The intent of this unit will be to give the trainee some fundamental knowledge about drugs, the various kinds, how to identify them and the affect which they can have on an individual and his behavior. This session will delineate proven ways of dealing with drug contraband and will examine the various personality types which become involved with the use of drugs.

COUNSELING OF THE INMATE THEORY AND PRACTICE 3 1/2 HOURS

This unit will give the new correctional officer some

fundamental insights into the counseling process. This session will also attempt to draw together all the necessary approaches, knowledge and procedures required to start modifying behavior from criminal to non-criminal.

RACE RELATIONS AND PROBLEMS 3 1/2 HOURS

This session will develop greater understanding among the new correctional officers regarding the depth of racial problems in society and within the institutions. The trainer will further stress the conventional misconceptions regarding race and crime, and the differences between the two.

FIRST AID AND SAFETY 3 1/2 HOURS

This course will give the correctional officers skill in dealing with some common emergency situations which occur within the institution. Emergencies to be explored include unconsciousness, convulsions, choking, heat exhaustion, nosebleed, eye irritations, poisoning, excessive bleeding, burns, shock, broken bones. Other topics considered to be essential by the Red Cross will be explained.

THE JUVENILE OFFENDER 2 HOURS

This topic will explain for the trainees the difference between the adult and juvenile offender. Emphasis will be devoted to the "Gault" decision, legal terminology as it relates to the juvenile offender, the role of juvenile services, and juvenile institutions, and how juveniles should be supervised differently from adult offenders.

LEADERSHIP SKILLS AND SELF DEVELOPMENT 3 1/2 HOURS

This session will emphasize the fact that continuous education is essential for self-improvement and development. Stress will also be given to understanding various leadership styles, understanding and coping with change within society in general and within the institution.

EXAMINATIONS AND CRITIQUE 10 HOURS

Tests will be objective in nature and testing will be

on a weekly basis, preferably during the last module of each week. The inclusion of an overall final evaluation will be discretionary and some time may be desirable to discuss the examinations with the students. Since the development of test instruments is a difficult and tedious task, and since the trainees performance on the test will have some bearing on his eligibility for a permanent appointment the Academy will be cautious to develop instruments which accurately reflect the trainees' performance.

GRADUATION AND CERTIFICATE PRESENTATION

2 HOURS

The purpose of this ceremony is to award certificates of accomplishment to graduate correctional officers as a result of completing successfully the pre-service program. Parents and friends will be invited to attend and participate.

PAROLE-PROBATION AGENTS AND CLASSIFICATION COUNSELORS

MINIMUM STANDARDS PROGRAM

ORIENTATION

3 1/2 HOURS

This session will give the new Parole-Probation Agents and Classification Counselors a summary and an overview of their five week pre-service program. Participants will be given insights into the objectives of training and the methods to be used. Principles of adult learning and of group work will be explored in a series of brief exercises. In addition, the participants will have an opportunity to get to know each other.

CRIMINAL JUSTICE SYSTEM, PROBATION-PAROLE AN OVERVIEW

3 1/2 HOURS

This topic is designed to give the trainees early in the program an understanding of the entire criminal justice system and considerable emphasis will be placed on making the group fully aware of the limitations and inadequacies of the system. Particular stress will be placed on the need to accept and work with the limitations.

NEW AGENTS OBSERVE COURT PROCEDURE

3 1/2 HOURS

By observing actual courtroom procedures each new agent will receive some understanding of what goes on in a courtroom. The session should also present problems for the participants to be resolved in subsequent classroom training sessions.

SUPERVISORS TRAIN NEW AGENTS IN CONDUCTING ACTUAL INTERVIEWS WITH A CLIENT

3 1/2 HOURS

This will make new agents and counselors aware of the multitude of problems they will encounter in interview situations with offenders and to motivate them to learn more about the problems and solutions for them.

CONDITIONS OF CRIME (INDIVIDUAL)

3 1/2 HOURS

The session will deal in depth with those characteristics or causes of criminality which are most frequently found in probationers and parolees. Some of those characteristics are

personality, inadequate socialization, differential association, norm erosion, family discordance, peer relationships.

NEW AGENTS MEETING WITH PROBATIONERS AND PAROLEES 3 1/2 HOURS

Through informal group discussion with parolees and probationers the new agents and counselors will develop introspection regarding the complexity of criminal behavior and their role in coping with it.

CONDITIONS OF CRIME IN THE ENVIRONMENT 3 1/2 HOURS

This topic will delineate for the trainees the most important environmental conditions of crime, including poverty, lack of opportunity and ecological problems. It will also prepare them for a field trip into a high crime area.

FIELD WORK IN HIGH CRIME AREAS 3 1/2 HOURS

This session is primarily designed to sensitize the new agents to the actual conditions in high crime areas by means of an on site inspection of those areas with the aid of ex-offenders and experienced parole agents.

CULTURE CONFLICT 3 1/2 HOURS

This session will deal with culture conflict as a contributing factor in criminality and enable new agents and counselors to understand different cultural orientations toward crime. Areas to be considered are values and behavior patterns among various segments of the population, the relationship between culture conflict and criminality, and the relationship of culture conflict and crime to the task of corrections.

RACE PROBLEMS 3 1/2 HOURS

The overall objective on this segment is to develop insight among new agents regarding the depth of racial problems in society, to dissolve conventional misconceptions regarding race and crime and to gain consensus on some of the solutions.

SOCIALIZATION - ACCULTURATION 3 1/2 HOURS

The goal of this session is to convey to the participants the vital importance of early human development with respect to later criminal or other deviant behavior and with respect to successful modification of that behavior.

UNDERSTANDING CRIMINALITY 3 1/2 HOURS

This subject will be presented around the concept that whatever the problems of any given offender, they must also be evaluated against the broader backdrop of criminality in the total society. The session will deal with statistics on crime, criminal involvement among the so-called law abiding population, society's acceptance of some types of crime, the negative aspects of over conformity and future expectations regarding crime.

TYPES OF CRIMINALS 3 1/2 HOURS

This subject is designed to familiarize the trainees with the most frequent types of criminality and criminal careers encountered in correctional work. Types to be examined are patterned criminality, violent offenders, non-conformist or conformist offenders, political or militant offenders, conventional crime, white collar crime, and organized crime.

MAJOR TYPES OF DEVIANCE 3 1/2 HOURS

This would be in part an extension of the previous topic on types of crime. In addition, it will give special emphasis to some of the other serious crime related deviations seen in correctional work, notably drug abuse and alcoholism. Other problems considered will include mental disturbances, aggression and sex deviation.

CORRECTIONAL PHILOSOPHY AND PRACTICE 3 1/2 HOURS

This will include a basic presentation of the historic development of correctional philosophy and practice and the philosophy and practice maintained by the Divisions of Parole and Probation and Correction.

FIELD VISIT TO CORRECTIONAL INSTITUTIONS 7 HOURS

This is meant to be a follow up session on Correctional Philosophy and Practice for the purpose of showing new agents how punishment and treatment actually look in an institutional setting. Trainees will be briefed as to the different types of institutions, their functions and limitations prior to the visitation, and will have an opportunity to discuss correctional problems with institutional staff members.

CORRECTIONAL OBJECTIVES 3 1/2 HOURS

Training on objectives and correctional authority is primarily designed to outline problems in this area and to outline the policies and objectives of the Maryland correctional system. It will stress the importance of setting clear cut correctional objectives and will help the participants define treatment, management, and legal goals of the criminal justice system.

CORRECTIONAL ORGANIZATION, PROBLEMS AND LIMITATIONS 3 1/2 HOURS

This session on correctional organization will make new agents and counselors conscious of the structure, complexity, needs and limitations of a correctional organization. It will demonstrate the need to function within a system and emphasize the needs of the organization in relation to its staff and clients.

CORRECTIONAL ADMINISTRATION, PROBLEMS AND LIMITATIONS 3 1/2 HOURS

This session is related to the modules on "Correctional Objectives and Organization". It is primarily intended to clarify the process through which objectives are achieved in an organization. It will also emphasize the need for correctional personnel to cooperate with higher management and supervisors and outline the procedures for effective staff interaction.

CLIENT ANALYSIS 3 1/2 HOURS

This topic is primarily designed to sensitize the agents and counselors regarding the vital importance of understanding the client. This understanding should combine the agents own insights and the offender's definition of his situation. This session will also serve as a preparation and backdrop for the following topic on setting up a treatment plan.

DEVELOPMENT OF TREATMENT PLAN 3 1/2 HOURS

The total session will provide a format for new agents according to which they can develop treatment plans for different clients. This is designed to help them define problems and determine immediate problems (employment, family), long term treatment needs (educational, vocational, counseling) and standard problems (motivation, anxiety, hostility, dependency inexperience, etc.)

RESOURCES - USE AND PROCUREMENT 3 1/2 HOURS

This session will familiarize agents and counselors with outside programs (halfway houses, Prisoners Aid, Legal Aid, etc.) guidelines regarding the effective use of those resources, and impress upon them the need for innovative and active procurement of resources from other governmental and private agencies and the community at large.

INTERVIEW TECHNIQUES 3 1/2 HOURS

This session will familiarize the agents with the importance of the interview as a tool in corrections, to emphasize the difference between directive and non-directive approaches and to lead into a counseling relationship. Aspects to be considered are the atmosphere, authoritarian role of the agent, past counseling experiences of the client, effective listening, developing empathy and control of the interview.

INDIVIDUAL COUNSELING 7 HOURS

This session is planned to draw together all the necessary approaches, knowledge and procedures required to start modifying behavior from criminal to non-criminal. It will familiarize the counselor or agent with the basic elements of counseling, establishing rapport and different types of counseling.

GROUP COUNSELING 7 HOURS

The main purpose of this session is to pull together all the essential elements of group counseling and to make the trainees aware of how this process can be utilized in probation-parole or institutional situations. Elements to be considered are size of groups, role of the group leader and members, the

group process, rapport building, frequency, and content of session.

MULTIPLE TREATMENT 3 1/2 HOURS

This session will reemphasize some of the problems and approaches handled in the topic dealing with Treatment Plans and provide alternatives to the psychologically-oriented counseling approach. It should bring into focus the relevance of outside resources and demonstrate that the solution to a client's problems may be many faceted requiring responses in several directions. In addition it will help the agents and counselors to prioritize the clients problems and watch them with the necessary treatment approaches.

PREDICTION OF BEHAVIOR AND PRE-SENTENCE INVESTIGATION 3 1/2 HOURS

This session will present the pre-sentence investigation (PSI) as vital function in probation. Moreover, it will be stressed that the investigation involves the prediction of behavior and its most essential part is the recommendation. It will explore the PSI as a prototype of correctional investigations dealing with the elements: personality, social history, analysis of criminal behavior, prediction of behavior, proposals for treatment, and recommendations to the court. The session will also cover general elements of report writing including clarity, style, sequence and conflict.

CASE-ANALYSIS - CORRECTIONAL-DECISION MAKING 3 1/2 HOURS

This module relates to the subject on the pre-sentence investigation. The overall purpose is to define case analysis and stress its importance in making sound correctional decisions. It will familiarize the trainee with the concept, process, and functions of case analysis which include quality control regarding investigations and recommendations, reduction of unnecessary recommendations to incarcerate, and weeding out of dangerous offenders.

NEW AGENT CONDUCT PRE-SERVICE INVESTIGATION WITH EXPERIENCED AGENT 3 1/2 HOURS

This session will provide real experience to new agents after a considerable time in classroom, through participation with an experienced agent in the preparation of a pre-sentence investigation. It will also allow the new agent to exercise actual decision making for the first time.

GROUP MEETING OF NEW AGENTS WITH JUDGES, STATES ATTORNEY, DEFENSE COUNSEL 3 1/2 HOURS

The overall purpose of this session is to develop a good working relationship and understanding of roles between new agents and officials of the court. It is intended to be an informal discussion with judges, prosecutors and defenders regarding their respective role responsibilities and objectives.

VIOLATIONS PROCEDURES 3 1/2 HOURS

This session is designed to deal with the most important considerations in probation-parole situations where a client fails to comply with the probation-parole agreement or engages in further criminal behavior. It will delineate specific steps and legal requirements, show criteria, and explore alternatives with respect to violation proceedings.

AGENTS OBSERVE PAROLE BOARD MEETING 3 1/2 HOURS

This session will provide understanding among the trainee of the Parole board, its authority, orientation and mode of operation.

MEETING WITH PAROLE BOARD MEMBERS 3 1/2 HOURS

The overall purpose of this session is to develop a good working relationship and understanding of roles between new agents and parole board members. It will afford the agent or counselor an opportunity to discuss parole procedures, to develop further insight into the criteria for granting parole and to clarify questions raised by agents and counselors as a result of observing the Parole Board meeting.

CONDITIONS OF PROBATION AND PAROLE 3 1/2 HOURS

This session is geared to analyze all aspects of the conditions of probation and parole. It will show the various conditions, the reasons for specific conditions, clarify the rationale regarding the required degree of compliance to the conditions, sensitize the trainee to the difficulty in obtaining optimum compliance with all conditions and clarify the relationship between the conditions of parole-probation and the treatment objectives.

JOB FUNCTIONS - ADMINISTRATIVE WORK 3 1/2 HOURS

The main purpose of this session is to overcome the resistance some agents have with respect to paperwork by sensitizing them to the vital importance of these functions for overall operational efficiency of the agency, and for State laws and governmental directives.

CONTACTS WITH JUDGES, POLICE OR OTHER OFFICIALS 3 1/2 HOURS

The main purpose of this session is to give the new agents a feel for the practical workings of the entire criminal justice system and to make them feel a part of it. This will be accomplished by scheduling short meetings between agents and police, agency heads and other representatives of the system.

PROFESSIONAL ROLE OF THE AGENT 3 1/2 HOURS

This module will summarize the professional role to be assumed by the trainee. It will outline various sub-roles such as the prevention or correction of criminality. Interaction with other criminal justice agencies, use of authority, decision making and counseling.

ATTITUDES OF THE AGENT 3 1/2 HOURS

This session will stress the vital importance of positive attitudes in correctional work and will require the participants to analyze and review their own attitudes and approaches to their new job. Through group work and lecture the session will outline negative attitudes often found in this field and reach group conclusions with respect to a constructive set of attitudes to be maintained.

SUPERVISION EXERCISE 7 HOURS

This is a practice exercise of the work Agents will be assuming following training. The purpose is to make them draw on the knowledge they have received from the program in handling clients on a given day. The trainee will be assigned to an experienced Agent and will be required to handle office appointments with clients.

CASELOAD MANAGEMENT 3 1/2 HOURS

This session will summarize for the agents the plans, methods and procedures for effective management of caseloads, and will include discussion regarding previous days experiences. Areas to be considered are principles for caseload management, criteria for case differentiation, managing large caseloads and policies and procedures for closing out cases.

FAMILY COUNSELING 3 1/2 HOURS

This session will stress the need of considering the whole life situation of the offender in a counseling situation, with emphasis on the importance of the family in an individual's adjustment. It will include the goals, objectives and approaches in family counseling, the difficulties of family counseling and the major factors in family situations as they relate to criminality.

COMMUNITY ORGANIZATION AND PUBLIC RELATIONS 3 1/2 HOURS

This session is intended to expand the new agents job orientation beyond the conventional role of the agent and to emphasize the need for community support in probation-parole work. It will delineate the agent's role as a community organizer, stress principles of public relations, and outline the practical steps which agents can take toward the implementation of a public relations program.

EXAMINATION AND CRITIQUE 16 HOURS

Tests will be objective in nature and testing will be on a weekly basis, preferably during the last module of each week. The inclusion of an overall final evaluation will be discretionary and some time may be required to discuss the examinations with the students. Since the development of test instruments is a difficult and tedious task and since the trainees performance on the test will have some bearing on his eligibility for a permanent appointment the Academy will take whatever time is necessary to develop instruments which accurately reflect the trainee's performance.

GRADUATION AND CERTIFICATE PRESENTATION 2 HOURS

The purpose of this ceremony is to award certificates of accomplishment to graduate Agents and Counselors as a result of completing successfully the pre-service program. Parents and friends will be invited to attend and to participate.

8. MARYLAND POLICE AND CORRECTIONAL
TRAINING COMMISSION BUDGET

	<u>FY 72 ACTUAL</u>	<u>FY 73 APPROPRIATION</u>	<u>FY 74 REQUEST</u>
.01 Salaries & Wages	102,297.00	116,332.00	170,447.00
.02 Technical & Special Fees	11,299.00	9,000.00	8,888.00
.03 Communications	4,214.00	4,575.00	5,200.00
.04 Travel	4,083.00	5,000.00	7,400.00
.06 Fuel & Util.	353.00	421.00	439.00
.07 Motor Vehicle Operation & Maintenance	723.00	1,260.00	2,120.00
.08 Contractual Services	33,224.00	33,100.00	53,575.00
.09 Supplies & Materials	3,935.00	2,700.00	13,217.00
.10 Equipment- Replacement		2,150.00	
.11 Equipment- Additional	7,227.00		31,240.00
.13 Fixed Charges	<u>7,896.00</u>	<u>8,303.00</u>	<u>12,433.00</u>
TOTAL	175,251.00	182,841.00	304,959.00
General Fund Appropriation	139,251.00	134,746.00	245,259.00
Special Fund Appropriation	36,000.00	48,095.00	59,700.00

NOTE: The figures contained above are the totals for the Police and Correctional Training Commissions. Since both Commissions are combined for administrative operations, the budgets for both are included in one.

9. FEDERAL GRANT BUDGET

	<u>FY 72</u>	<u>FY 73</u>
A. Personnel	8,167.46	4,241.00
B. Equipment - Purchase, Lease, Rental		
1. Office Equipment	5,987.25	1,641.00
2. Training Equipment	4,481.52	300.00
C. Consultant & Contractual Services	139,916.60	172,380.00
D. Travel	53,125.00	28,113.00
E. Consumables	5,443.20	8,340.00
G. Other	<u>3,078.97</u>	<u>4,985.00</u>
TOTAL	\$220,200.00	\$220,200.00

Note: Final figures for expenditures on the FY 72 Grant were unavailable as of the date of this printing.

UNITS	Consultant- Trainers		Supervisors		Top Admin- istrators		Sheriff's		Correctional Officers		Parole & Pro- bation Agents		Total	
	P	A	P	A	P	A	P	A	P	A	P	A		
Division of Correction	8	8	154	121	11	11			186	159			359	299
Baltimore City Jail	5	5	44	29	3	2			35	45			87	81
Patuxent	3	3	25	18	2	2			36	33			66	56
County Jails			14	9			22	13	98	99			134	121
Juvenile Services	5	5	30	27					81	42			116	74
Parole & Probation Programs											104	103	197	194
Division of Parole and Probation	19	18	62	61	12	12					24	24	40	39
Supreme Bench Baltimore City	3	3	11	11	2	1								
Juvenile Services	6	6	10	10							104	65	120	81
TOTAL	49	48	350	286	30	28	22	13	436	378	232	192	1119	945
												**	+ 31	31
													1150	976

** This represents the 31 consultant-trainers who received an additional week of training between Oct. and Jan. (two days of training at the Washingtonian Motel and three days of team-teaching work with the Academy staff).

Grand Total

APPENDIX
NUMBER OF TRAINEES

The chart on the following page shows the number of persons planned or scheduled to attend the various programs and those actually attending. The programs conducted by the Academy are listed across the top; listed down are the correctional units participating in the training. Each program shows two figures: planned (P), the quotas given each unit; actual (A), the actual number of trainees attending.

All of the county jails participating in the program are listed under one category. The county jails participating were Baltimore County, Harford, Howard, Frederick, Garrett, Montgomery, Prince George's, Washington, Allegheny, Anne Arundel, and Worcester. The other counties were contacted, but indicated that they did not have enough staff to free for training at this time.

In the total column, under "P," note that there were 1150 trainees scheduled to attend the programs. Although the target number under the grant was 1033, the Academy scheduled over that number, since it was evident early in the supervisors program that some persons did not attend for various reasons, e.g., people were called back to their units because of personnel or staff problems; they were excused because of sickness or death in the family (some were subsequently rescheduled). Also, some agencies were not able to fill the quotas assigned to them.

The Grand Total of 976 attendees includes all trainees regardless of the number of days they actually attended the program. Some trainees did not attend the full five days due to illness, being called out of the training session by their agency, etc.

The following chart shows the number + percentage of trainees who attended the program for one, two, three, four or five days. (all programs were five days in length).

PROGRAM	DAYS ATTENDED									
	1		2		3		4		5	
	#	%	#	%	#	%	#	%	#	%
Supervisors	2	.007					.6	.02	280	.972
Parole and Probation Agents	7	.04	6	.03	11	.06	41	.21	126	.66
Correctional Officers	1		4	.01	18	.05	52	.14	303	.80

MARYLAND CORRECTIONAL TRAINING COMMISSION ACT

SECTION 1. *Be it enacted by the General Assembly of Maryland, That new Section 70B be and it is hereby added to Article 41 of the Annotated Code of Maryland (1965 Replacement Volume, 1970 Supplement), title "Governor--Executive and Administrative Departments", subtitle "1. The Executive Department," to follow immediately after Section 70A thereof, and to be under the new subheading "Correctional Training Commission," and to read as follows:*

CORRECTIONAL TRAINING COMMISSION

70B.

(a) *Declaration of Legislative Purpose:*

The General Assembly hereby finds and declares that a need for improvement in the administration of the correctional system exists in order to better protect the health, safety and welfare of Maryland citizens; that the ultimate goal of the correctional system is to make the community safer by reducing the incidence of crime; that establishing a system with significantly increased power to reduce recidivism and prevent recruitment into criminal careers will require a sufficient number of qualified staff to perform the many tasks to be done; that recent studies have revealed that greater training preparation for correctional work would be highly desirable; that this need can be substantially met by the creation of educational and training programs for persons who seek careers as correctional, probation and parole officers; that such persons should be required, while serving in a probationary capacity prior to permanent appointment, to receive efficient training provided at facilities approved by a Commission created for such purpose; that by qualifying and becoming a proficient in the field of corrections, such persons shall individually and collectively better insure the health, safety, and welfare of the citizens of this State.

(b) *Definitions as used in this section:*

(1) *"Approved correctional training school" shall mean a school approved and authorized by the Correctional Training Commission to offer training programs as prescribed in this section.*

(2) *"Commission" shall mean the Correctional Training Commission or officers or employees thereof acting on its behalf.*

(3) *"County" shall mean any county which within its jurisdiction has or shall have a correctional unit as defined in this section.*

(4) *"Correctional unit" shall mean any governmental organization or activity of the State, any county, or any municipality which has by statute, ordinance, or court order the responsibility for the care, control and supervision of inmates in correctional institutions, for persons declared to be parolees or for persons placed on probation or suspension of sentence. However, the term "correctional unit" shall*

not include the State Department of Juvenile Services.

(5) "Municipality" shall mean any incorporated city of any class which, within its jurisdiction, has or shall have a correctional unit as defined in this section.

(6) "Permanent appointment" shall mean an appointment having permanent status as a correctional, parole, or probation officer in a correctional unit as defined in this section.

(7) "Correctional officer" shall mean a member of a correctional unit, as defined in this section, who is charged with and actually performs those duties that relate to the investigation, care, custody, control or supervision of: persons confined to places of incarceration or detention, or persons under parole supervision, or persons placed on probation.

The term "Correctional officer" shall not include any person serving as such solely by virtue of his occupying any other office or position, nor shall such term include the head or deputy head of any correctional unit, any sheriff, warden, superintendent, or any person having any equivalent title who is appointed or employed by a government to exercise equivalent supervisory authority.

(c) There is hereby established in the Department of Public Safety and Correctional Services of the State of Maryland, a Correctional Training Commission whose membership shall consist of the following twelve persons:

(1) The Deputy Secretary for Correctional Services; the Director of the Division of Parole and Probation; the Commissioner of Correction; the President of the Maryland Community Correctional Administrators Association; the President of the Maryland Sheriffs Association; the President of the Maryland Probation, Parole and Correction Association; the Chief, Jail Inspection Services, Federal Bureau of Prisons; The President of the Baltimore City Jail Board; and three correctional, parole or probation officials of the State to be appointed by the Secretary of Public Safety and Correctional Services, with the approval of the Governor, to represent different geographical areas of the State, the appointments to be made to three-year terms provided that, for the initial term, one official shall be appointed for a term of one year, one for a term of two years, and one for a term of three years.

(2) The Deputy Secretary for Correctional Services shall be the Chairman of the Commission.

(d) (1) The Commission, at its initial organization meeting to be held promptly after the appointment and qualifications of its members, and thereafter annually, shall elect a vice-chairman from among its members. The Commission shall meet at such times within the State of Maryland as a majority of its members or its Chairman or the Secretary of Public Safety and Correction may determine. A majority of the Commission shall constitute a quorum for the transaction of any business, the performance of any duty, or for the exercise of any of its authority.

(2) The Commission shall maintain minutes of its meetings and such other records as it deems necessary.

(3) The members of the Commission shall receive no salary for service on the Commission, but all members shall be reimbursed for their reasonable expenses lawfully incurred in the performance of their official functions.

(4) The Commission shall report at least annually to the Governor, the Secretary of Public Safety and Correctional Services, and the Legislature as to its activities.

(e) Subject to the authority of the Secretary of Public Safety and Correctional Services, the Commission is vested with the following powers, authority, responsibilities, and duties:

(1) To prescribe standards for the approval and the continuation of approval of all schools at which correctional, parole or probation training courses required by this section shall be conducted including but not limited to present existing State, regional, county and municipal training schools;

(2) To approve and issue certificates of approval to such correctional training schools, to inspect such schools from time to time, and to revoke for cause any approval or certificate issued to such school;

(3) To prescribe the curriculum, the courses of study, attendance requirements, eligibility to attend, equipment and facilities, and standards of operation for such training schools;

(4) To prescribe minimum qualifications for instructors at such schools and to certify, as qualified, instructors for approved training schools and to issue appropriate certificates to such instructors;

(5) To certify correctional officers who have satisfactorily completed training programs and to issue appropriate certificates to such correctional officers;

(6) To appoint, with the approval of the Secretary of Public Safety and Correctional Services, an executive secretary to serve at its pleasure, who shall perform general administrative functions and to fix his compensation;

(7) To employ such other persons as may be necessary to carry out the provisions of this section, upon approval of the Secretary of Public Safety and Correctional Services, and as provided for in the State budget;

(8) To promulgate with the approval of the Secretary of Public Safety and Correctional Services, such rules and regulations as may be reasonably necessary or appropriate to accomplish the purposes and objectives of this section;

(9) To make a continuous study of correctional training methods and procedures for all correctional schools and to consult with any and accept the cooperation of any recognized Federal, State, or municipal correctional agency or educational institution;

(10) To consult and cooperate with universities, colleges and institutions for the development of all general and specialized courses of study for correctional officers as defined in this section;

(11) To consult and cooperate with other departments and agencies of the State concerned with correctional training;

(12) To perform such other acts as may be necessary or appropriate to carry out its functions and duties as set forth in this section.

(f) A probationary appointment as a correctional officer as defined in this section may be made for a total period not exceeding one (1) year for the purpose of enabling such a person seeking permanent appointment to take a training course as prescribed in this section. Such an appointee shall be entitled to leave of absence with pay during the period of the training program.

(g) On or after July 1, 1972, no person shall hereafter be given or accept a probationary or permanent appointment as a correctional officer, as defined in this section, unless such person satisfactorily meets such qualifications as may be determined by the Commission.

SECTION 2. And be it further enacted, That this Act shall take effect July 1, 1971.

END