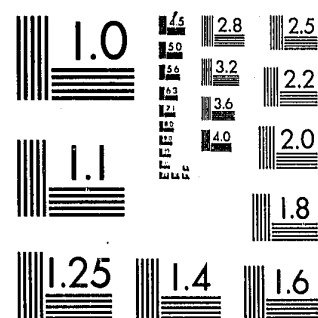


National Criminal Justice Reference Service



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National Institute of Justice  
United States Department of Justice  
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**OLEA-224**

FINAL REPORT

July 1, 1967 -- June 15, 1969

U.S. Department of Justice  
National Institute of Justice

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THE CORRECTIONAL TRAINING RESOURCE CENTER  
THE CRIMINAL JUSTICE PLANNING RESOURCE CENTER

ADMINISTERED BY THE  
NATIONAL COUNCIL ON CRIME AND DELINQUENCY

\* \* \*

GRANT NO. NI-012 and  
013 (362) (224)

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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

**NCJRS**

JUL 30 1980

ACQUISITIONS

COOPERATING AGENCIES

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

ACKNOWLEDGMENTS

To effectively carry out the above tasks, representatives of three national organizations agreed to assist the Training Center by reviewing its various activities and contributing expertise as needed. We gratefully acknowledge the contributions and support of William T. Adams, Benjamin Frank, and Rudy Sanfilippo of the Joint Commission on Correctional Manpower and Training; Herman Moeller, Federal Bureau of Prisons; and E. Preston Sharp, American Correctional Association.

We would also like to express our gratitude to the Justice Department for its funding support and Arnold J. Hopkins, Frank Jasmine, and Ed La Pedis from LEAA for their cooperation and assistance.

Eleanor Holt, Director  
Criminal Justice Planning  
Resource Center

John M. Borys, Director  
Correctional Training  
Resource Center

J. Robert Weber, Project Director

78874

CORRECTIONAL TRAINING RESOURCE CENTER

Information Collection

One of the basic functions of the Training Center was to institute a systematic search for training material.

- (1) Textbooks, Journals, and Articles: All NCCD resources, including the library and Information Center, were searched for data. Publishing companies specializing in training literature were surveyed for past and current publications. Pertinent materials were purchased for processing.
- (2) Correctional Training Manuals: Training manuals and related materials were obtained from correctional agencies throughout the United States and Canada.
- (3) University Curricula: Course catalogues and curricula outlines were received from 50 colleges and universities queried regarding correction courses.
- (4) Business and Industrial Training: Approximately 150 business and industrial organizations were identified as maintaining on-going personnel training programs. Copies of training materials were requested from each of them.
- (5) Private Training Agencies: Descriptive brochures and sample training materials were obtained from various agencies specializing in the design of training programs and development of training curriculum.
- (6) Films: Film lists were gathered and analyzed for appropriateness in training. A Training Film Questionnaire was developed and sent to correctional agencies asking for descriptions of films, methods of uses, and populations viewing the films.
- (7) SITCP Data: With the approval of OLEA, all Statewide In-service Training Programs for Correctional Personnel submitted copies of quarterly and final reports as well as sample materials for the Center data bank.
- (8) Site Visits: Site visits were made to the following organizations to review training materials and to view training programs.

Hess Oil Company  
Bank of New York

PREFACE

Grant awards offered by the Office of Law Enforcement Assistance provided a significant opportunity for correctional agencies in collaboration with a university to develop "Statewide In-Service Training Programs for Correctional Personnel." To support this national effort, the National Council on Crime and Delinquency suggested to OLEA that there would be a definitive need for training information and material as well as consultative services in training techniques, methodology, and implementation. With grant award funds (No. 224) NCCD established the Correctional Training Resource Center.

The Center has provided technical assistance for the development of training by:

- (1) Collecting, organizing, and evaluating training materials and methods.
- (2) Disseminating training materials in the form of Newsletters and Resource Packets.
- (3) Maintaining an inquiry answering service for the field of correction.
- (4) Providing on-site consultative services to grant award states.

A small supplementary grant enabled a beginning effort of providing an information service to state planning agencies in June 1968. This effort evolved into the Criminal Justice Planning Resource Center.

This report contains a description of the methods used by the Centers and the services provided in the interest and support of correctional training and information services to planners.

Xerox Training Center  
 IBM 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  
 American Foundation  
 Kepner-Tregoe, Inc.  
 American Airlines

Classification

A Termatrix retrieval system is maintained by the Center. All material related to training is analyzed, and key word coded for storage. Highly relevant materials are abstracted and filed alphabetically for quick retrieval and dissemination. Material received was categorized as follows:

	Number in T.M. System	Holding	Total
TEXTS REFERENCE	182	40	222
MANUALS, GUIDES	81	73	154
OUTLINES, PROCEEDINGS	98	70	168
MODELS	14	0	14
BIBLIOGRAPHIES	8	6	14
FILM LISTS	0	12	12
METHODS	0	12	12
MISCELLANEOUS	0	14	14
Total	383	227	610

Evaluation

The Training Center staff are responsible for the procurement, selection, and analysis of all training materials. Initially, a panel of consultants convened in New York and each classified a sample of 25 documents for future review procedure. The panel was composed of:

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

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

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

Mr. Ronald Vander Wiel, Temple University, Philadelphia, Pennsylvania.

When a series of documents were compiled for dissemination (see Resource Packets), the materials were again referred to a person with particular expertise in training and/or correction for review.

Dissemination:

The total mailing list at the conclusion of the project support period totals 650 persons and agencies such as administrators or correctional agencies or institutions, departments of probation and parole, college and university faculty and libraries, correctional trainers, SITCP project directors and correctional personnel.

A description of the Center's services were circulated by letter to all correctional administrators. Announcements were also published in leading professional journals. Center publications were displayed at the Middle Atlantic States Correctional Conference, the Central States Correctional Conference, and the National Institute on Crime and Delinquency.

The program for disseminating training material utilizes several media:

(a) Resource Packets

The packets were designed to be open-ended which permits the addition of pertinent items as they are identified. Each packet comprises a systematic compilation and publication of the most pertinent literature in a particular subject area. In general, a packet contains three sections: (a) a commentary or statement of the art; (b) one or more selected reprints; (c) an annotated bibliographic listing of selected material relevant to that issue.



No. 7 Training of Probation Officers  
August 1968

Probation Training and Behavioral Change, a position paper by Richard R. McMahon.\*

A Systematic Plan of Education, a reprint from A Plan for Action, University of Georgia.

Excerpts from A Training Program for Probation Officers, Boston University.

Annotated Bibliography citing twelve items.

No. 8 Training of Supervisory Personnel  
January 1969

The Managerial Dilemma by Dr. Robert R. Blake and Dr. Jane S. Mouton, excerpt.

Supervisor Development, a reprint, by Robert B. Burr.

Management Development, a reprint, by Harry S. Belman and Thomas F. Hull.

Management Development: Key to Increased Correctional Effectiveness, by Rudy Sanfilippo.

Bibliography by Lyman Randall for the Joint Commission.

No. 9 Assessing Training Needs  
March 1969

Assessing Training Needs, an Introductory comment by the Resource Center.

Four excerpts of schedules, questionnaires and methods used in training programs in Illinois, Georgia, Oregon, and Missouri.

\* Indicates the person who reviewed packet contents and prepared a topic paper.

No. 10 Instrumented Training  
May 1969

The Rationale of Instrumented Training, by Dr. Jay Hall.\*

The Instrumented Training Laboratory, a reprint, by Dr. Robert R. Blake and Dr. Jane S. Mouton.

Two excerpts, Work Motivation Inventory and Personnel Relations Survey by Jay Hall and Martha Williams.

Sample Feedback Instruments, by the Resource Center.

No. 11 Action Exercises in Training  
June 1969

Involving the Trainee in Training by the Resource Center.

Twelve sample exercises for correctional trainees developed by the Resource Center.

\* Indicates the person who reviewed packet contents and prepared a topic paper.

(b) Newsletter

A training Newsletter was devised to illustrate developments among SITCP projects, identify training opportunities offered by private agencies, describe films utilized in personnel training, abstract training publications, and to call the reader's attention to miscellaneous developments, such as the American Association of Correctional Training Personnel.

Earlier issues were reproduced in response to numerous inquiries. The dates of publication and the total issues disbursed are as follows:

No. 1	October 1967	400
No. 2	December 1967	425
No. 3	January 1968	475

No. 4	March 1968	500
No. 5	June 1968	575
No. 6	August 1968	600
No. 7	September 1968	600
No. 8	November 1968	600
No. 9	January 1969	650
No. 10	March 1969	650

(c) Inquiry Answering Service

An inquiry answering service is maintained by the Center whereby all materials listed in Newsletters and Resource Packets may be furnished to an inquirer. Inquiries, in addition to those listed below, also included methods to determine training needs, identification of training expertise, and evaluation of legislation relating to training.

<u>Requestee</u>	<u>Bibliog- raphy</u>	<u>Docu- ments</u>	<u>Refer- ral</u>	<u>Misc.</u>	<u>Total</u>
OLEA Grantee	16	22	6		44
Corr. Agency	50	34	4	8	96
University	9	8	2	2	21
Other	5	5	0	9	19
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	80	69	12	19	180

Consultation for SITCP Programs

To assist the respective state project directors in designing, organizing and implementing training programs, the NCCD proposal to OLEA recommended that consultative services should be provided. Since the initial response to this service was one of reluctance, it was necessary to clarify the Center's services as supportive rather than critical.

(a) Training Center Director

Site visits were made to training projects in New Hampshire, Rhode Island, Illinois, Kansas, and Missouri (December 13-22, 1967) to review progress in the respective states and to explain the services of the Correctional Training Resource Center. Each of the directors enthusiastically agreed to attend a meeting of directors to compare experiences. (See National Training Conference.)

The Training Center Director has provided direct consultative services to:

New Hampshire, March 25, 1968

Vermont, September 19, 1968

Rhode Island, January 24, 1968

and has participated in pilot projects as a lecturer:

Ohio, July 17, 1968

Vermont, September 19, 1968

(b) Consultants

To provide national coverage, five persons with a combination of expertise in training and corrections agreed to serve as consultants for the Center and included:

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, Assistant Director, Institute of Government, University of North Carolina.

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

Ronald W. Vander Wiel, Temple University.

Requests for consultation have included a variety of needs such as program design, curriculum development, identification of correctional and training expertise, and strategies to develop and utilize state resources. Site visits and dates were as follows:

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
Vermont	October 4, 1968	R. Vander Wiel
Iowa	November 27, 1968	C. Matthews
Rhode Island	February 7, 1969	R. Vander Wiel

#### Special Projects

##### (1) National Conference on Correctional Training

The National Conference was reported in depth in the Interim Report. A planning meeting with OLEA officials and representatives from the co-operating agencies resulted in a grant award to conduct a national meeting for state project directors and correctional administrators. The conference was designed to provide training information, an opportunity to share experiences in developing correctional programs and a training model.

The meeting was held at the University of Maryland on April 21-24, 1968. The agenda included:

Demonstration of SITCP Programs

Organizational Development and Change

The Role of the University in Correctional Training

Implementation of Training Programs

Federal Funding for Correctional Training

Training Techniques

Micro Laboratory

Parole Frame of Reference Inventory

Strategies for Self Help

#### Faculty to the conference included:

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

John M. Borys, Correctional Training Resource Center

Warner Burke, National Training Laboratories

Carl B. Kludt, American Society for Training and Development

Vincent O'Leary, National Council on Crime and Delinquency

Kent Wampler, American Airlines

##### (2) Proceedings

The entire proceedings of the National Conference was recorded on audio tape. The Materials were edited by the Center staff and then presented to the conference faculty for final review and correction.

The proceedings were printed and disseminated as follows:

OLEA	112
Conference Participants	57
NCCD Staff	78



Governors' Crime Commissions	50
Correctional Training Specialists	140
Cooperating Agencies	15
Probation Management Participants	100
Miscellaneous	<u>10</u>
Total	562

(3) Training Directory

The administrative structure for training differs widely among the various correction agencies. Responsibility for training may be either explicitly stated or generally implied in legislation. Persons may be assigned training functions full-time or part-time.

One of the many functions of the Center was to support and promote the concept of training and to encourage correctional agencies to share experiences in training. To further a dialogue among trainers, an inquiry was mailed to correctional administrators (including a follow-up inquiry) asking them to identify the person or persons in their agency responsible for training (whether full or part time). From these responses, the first Directory of Training Personnel in Correctional Agencies was issued.

The Directory was mailed to our entire mailing list of 650 as well as 100 copies to OLEA.

Grantee Contribution

In support of the national training effort, the National Council on Crime and Delinquency contributed additional personnel time and resources.

NCCD state directors and regional consultants provided consultative services encouraging correctional administrators and university officials

to submit proposals to OLEA for training programs. Unfortunately, these efforts were dependent on additional budget funds for the fiscal year beginning July 1, 1968. The passage of the Omnibus Crime Bill emphasized block grants rather than individual awards. Nevertheless, supportive advice was offered in the states of Washington, Arizona, New Mexico, Oklahoma, New York, Massachusetts and Connecticut.

In grant award states, NCCD staff have served as members of the planning committees, have served as consultants, resource persons and lecturers in pilot projects or training programs. In several states the influence of NCCD staff was crucial in encouraging cooperation between competing departments. NCCD contributions were extended to California, Oregon, Iowa, Indiana, Ohio, Kentucky, Pennsylvania, and Maryland.

NCCD publications and materials pertinent to corrections and training, such as INFORMATION REVIEWS and SELECTED HIGHLIGHTS, were distributed to all grantee states.

The cooperating agencies have fully offered their services in support of the Center in a number of areas: evaluation of training documents; commentaries for resource packets; identifying training projects, training agencies or relevant articles or publications for use by the Center; resource personnel to the National Conference; and Center planning meetings.

SITCP Projects

The Training Center reviewed the Quarterly Reports submitted by the grantees and reported their findings and impressions to the Office

of Law Enforcement Assistance.

Funding by OLEA was in two stages: the first stage involved planning and development and varied from six to nine months; the second stage involved the actual implementation of a statewide in-service training program.

State planning programs, in general, were composed as follows:

- (1) An advisory group composed of representatives from private or state agencies and a university to monitor the planning for training.
- (2) A project director with related staff and contributions (staff, materials, space, etc.) by the grantee.
- (3) A survey of existing in-service programs in the respective correctional agencies and a projection of future needs.
- (4) An analysis of correctional curriculum.
- (5) Development of a personnel profile or demographic study.
- (6) Analysis and description of appropriate skills and knowledge required for various categories of correctional personnel.
- (7) Pilot institutes were utilized both as a demonstration of training grant objectives and as a rehearsal for the implementation stage.
- (8) Based on the above experiences, proposals were then submitted describing the training program to be implemented, a schedule of events and the identity of the target population (trainees).

A variety of training models were utilized by the respective states and the target populations varied from state to state, depending on the objectives to be achieved.

- (1) Lecture Series: Open to all correctional personnel. Curriculum varied from a history of corrections to the latest

innovations. Within the series, specific information was presented to selected categories of the audience as needs dictated (probation-parole personnel, etc.)

- (2) Seminars and Workshops: These were offered over a period of time and varied in length (Ex. 2-1/2 hours, 10 weeks) but focused on a particular content area (Human Relations, communications). The target populations varied from a cross-section of all correctional personnel to specified attendees (supervisors).
- (3) Non-credit College Curriculum: Specific curriculum was developed as a result of questionnaire schedule responses by correctional personnel. They were offered either at the university or in a correctional agency or institution.
- (4) Accredited Courses: Specific courses were developed as a result of need analysis and were offered to personnel for credit by the university.
- (5) Particular Skills Curriculum: Several states developed curriculum which were concerned with developing particular skills for selected personnel such as trainees and supervisors.

A variety of training techniques and methods were utilized in the total training program, including lectures, field trips, and group interaction activities. One unique technique utilized (New Jersey) was an overnight stay in a correctional institution cell.

Although a variety of correctional personnel were exposed to training, two groups were not extensively represented, including managerial personnel (Superintendents, Wardens, Associate Wardens, etc.) and county jail personnel.

#### Future Activities

Several of the Training Resource Center functions will be absorbed by the staff of the NCCD Information Center. Copies of all materials

distributed by the Center have been set aside for future distribution as needed. Inquiries will be serviced by the Information Center.

#### CRIMINAL JUSTICE PLANNING RESOURCE CENTER

The concept of the Criminal Justice Planning Resource Center developed out of conferences held with executives of state crime commissions during the Spring of 1968. In anticipation of the passage of the Omnibus Crime Control Act of 1968, state crime commissions expressed their need for an information service which would provide them with available materials and resources. The belief was that access to available documents, research studies, and theoretical discussion would enable them to do a more efficient job of comprehensive planning for the criminal justice system in their jurisdiction. In response to the increasing number of requests for bibliographies and evaluated documents on subjects of paramount importance to planning concerns, NCCD established

the Criminal Justice Planning Resource Center as a specialized service of the Information Center. In June 1968, OLEA, U. S. Department of Justice, provided the Center with a supplementary grant of \$3,990 to subsidize the service until October 31, 1968. With this assistance plus a commitment by NCCD to sponsor the effort on an experimental basis, the Resource Center began to function. During the year between June 1968 and June 1969, the Resource Center was funded solely by NCCD for a substantial period of time. In anticipation, however, of the receipt of grant funds the Resource Center continued to function. In March 1969 a supplementary grant of \$20,000 was received from OLEA to fund the Center through June 15, 1969.

#### REPORT OF ACTIVITIES

##### The Mailing List

The initial activity was the development of a correct mailing list of state, regional, and local planning agencies engaged in planning activities with funds from the Omnibus Crime Control Act of 1968. As simple as this task sounds, it proved to be most difficult because of numerous changes of executive personnel and the emergence of new agencies almost weekly with planning functions. At the end of the grant period the mailing list contained about 100 state, regional, and local planning agencies and about a dozen staff persons of LEAA who were receiving services.

##### Field Trips

The staff of the CJPRC visited the state planning agencies of Maryland, New York, and Massachusetts to acquaint themselves with the

information needs of these organizations. In addition, personnel were represented at a number of conferences during the year in which LEAA guidelines for planning were explained and the directors of state planning agencies could be queried about their information needs.

#### The CJPRC Newsletter

Nine newsletters were compiled, written and distributed during the course of the year. The Newsletter contained an up-to-date listing of state planning agencies, news items, abstracts of significant documents of high interest to planners, selected bibliographies on given topics, excerpts from important speeches and articles, and descriptions of specified planning activities in certain states.

#### Information Packets

97 Separate resource packets, digests, or reprints were sent to all state, regional, and local planning agencies on a variety of subjects. In addition, the NCCD Information Center Library weekly accessions list was provided all planning agencies as a current awareness tool of what was new and available in the literature regarding the juvenile and criminal justice systems. In addition, all NCCD publications including CRIME AND DELINQUENCY, JOURNAL OF RESEARCH IN CRIME AND DELINQUENCY, NCCD NEWS, SELECTED HIGHLIGHTS OF CRIME AND DELINQUENCY LITERATURE, and INFORMATION REVIEW OF CRIME AND DELINQUENCY were provided without charge to all state, regional, and local planning agencies.

#### Inquiry Answering

111 Inquiries were answered during the year. Of these, 76 involved in-depth literature searches using NCCD's Information Center document retrieval system. Both bibliographies and Xerox copies of abstracts were disseminated in response to requests for literature searches. In addition, an on-site library reference service was provided to the three states nearest New York City.

#### Subscription to Criminal Justice Planning Resource Center

An attempt was made to continue the operation of the CJPRC beyond the termination of the supplementary grant from LEAA. State planning agencies were offered an annual subscription at the rate of \$750 a year for the continuation of the service. Only California, New Jersey, New York, the Virgin Islands, and Massachusetts agreed to subscribe. This was an insufficient response to risk continuance of the Resource Center; thus the CJPRC discontinued operation in June 1969. The state, regional, and local planning agencies were informed of the continued operation of NCCD's Information Center and they were encouraged to explore special arrangements to meet their specific needs for document retrieval.

**END**