



IACTP
INTERNATIONAL ASSOCIATION OF
CORRECTIONAL TRAINING PERSONNEL

The Correctional Trainer

Winter 2020

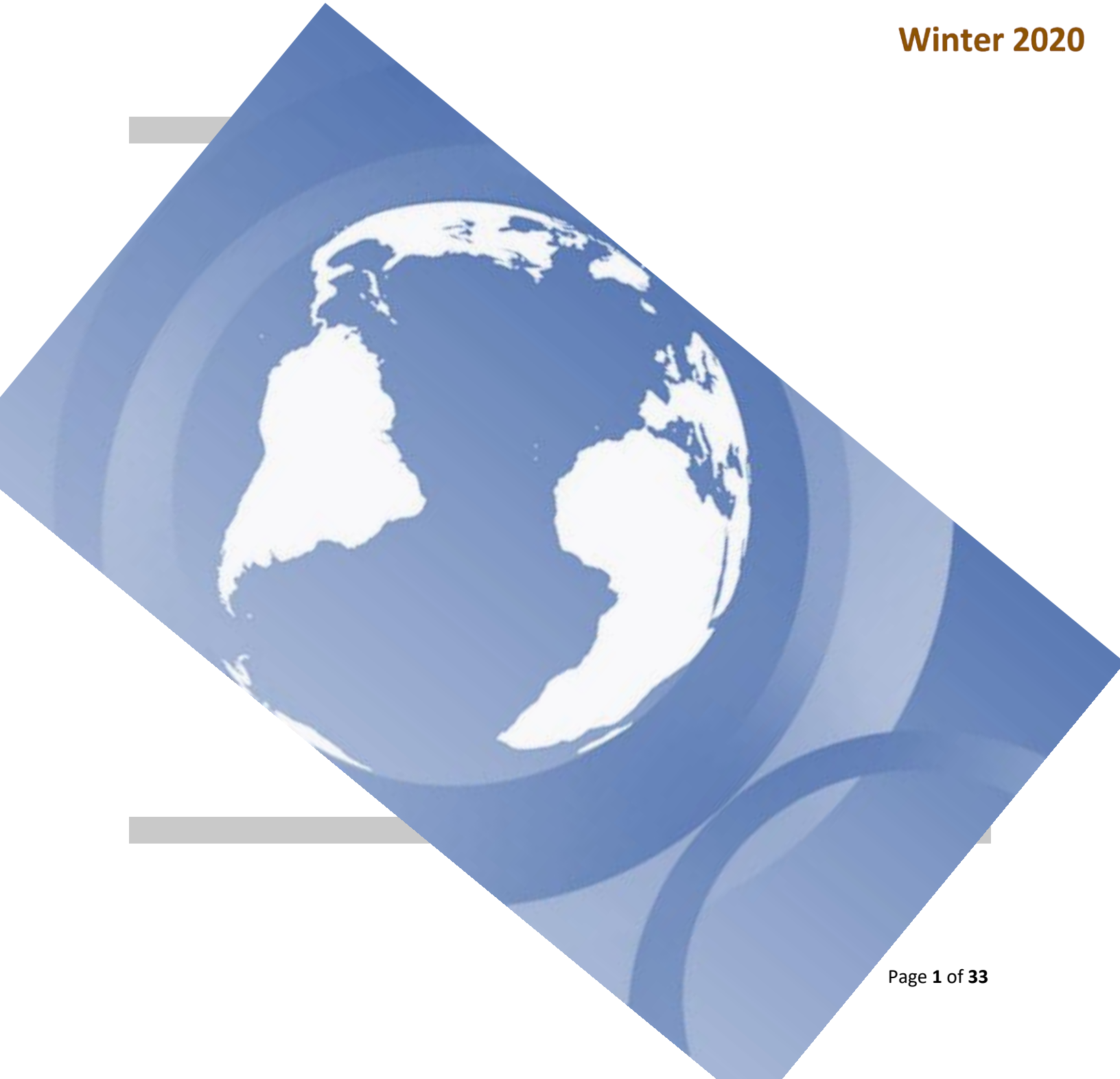


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President's Address

Well, it's official, I have been placed in the office of President. As I'm sitting here thinking about what to write, it is snowing outside here in Minnesota. The snow has come too early and on the surface it appears to quiet the screams of injustice and the wide spread panic of Covid-19. If only the blanket of snow could wash away these atrocities, but alas as a Nation we must face them down and help one another through these times. All individuals are important and should be valued and acknowledged. Reach out to your friends, neighbors, co-workers and even strangers and let them know you value them. Let them know you are there to support them. Many people are working from home due to Covid-19 and the feeling of isolation has taken a toll on them. Make sure you check in on individuals as they may not say how they are really feeling. I encourage all of you to lean on IACTP if you need anything, we are here to support you in any way we can.

During these times of Covid, we are also struggling to change from the classroom to virtual learning. This hasn't been an easy process for everyone and we hope the 2019 IACTP mini conference we held was of some value to you. Pretty much people have been trying to figure out these platforms just by watching videos and as trainers, we know not everyone learns that way. Wouldn't it be nice if someone could show you in real time how to provide virtual training? You could be on your laptop and practicing those steps right along with your instructor.

Our goal is to have some of that training available for the 2021 IACTP conference, but we need your expertise to accomplish that goal. What the 2021 IACTP conference will look like is still up in the air. Our organization is learning how to cope during these trying times and make the changes needed for the training world. We most certainly don't want to be left behind, we want to be leaders. So I'm sending out a call to any of you with expertise in Virtual learning and platforms. We would like to gather you up and figure out a plan on how we can all help each other continue to grow and become stronger as an organization. As you know, our members come first and their needs come first, so we really could use your help. Please contact Michael Jones at iactpc@gmail.com if you are interested in providing training on virtual learning, virtual platforms and or all things virtual.

As we are trying to strategize how best to deliver the 2021 IACTP conference, President Elect Beth Krieger will be working on a survey to send out to our membership asking for feedback. Please watch for the survey and take the time to fill it out, your feedback is invaluable.

A special thanks to each and every one of you for your continued support of IACTP. Please continue to take the necessary precautions to stay safe, but to also find safe ways to stay connected to others.



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International Association of Correctional Training Personnel Board Members

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THE PRESIDENT-ELECT'S CORNER

Happy New Year.

During the last year, many of us faced challenges we never could have predicted. Almost every aspect of our lives has been turned upside down. COVID-19 has impacted each of us in a variety of ways.

During my reflection of 2020, I realized that while I felt “out of control” at times, it wasn’t all that bad. I took the opportunity to learn some lessons that I otherwise may have dismissed.

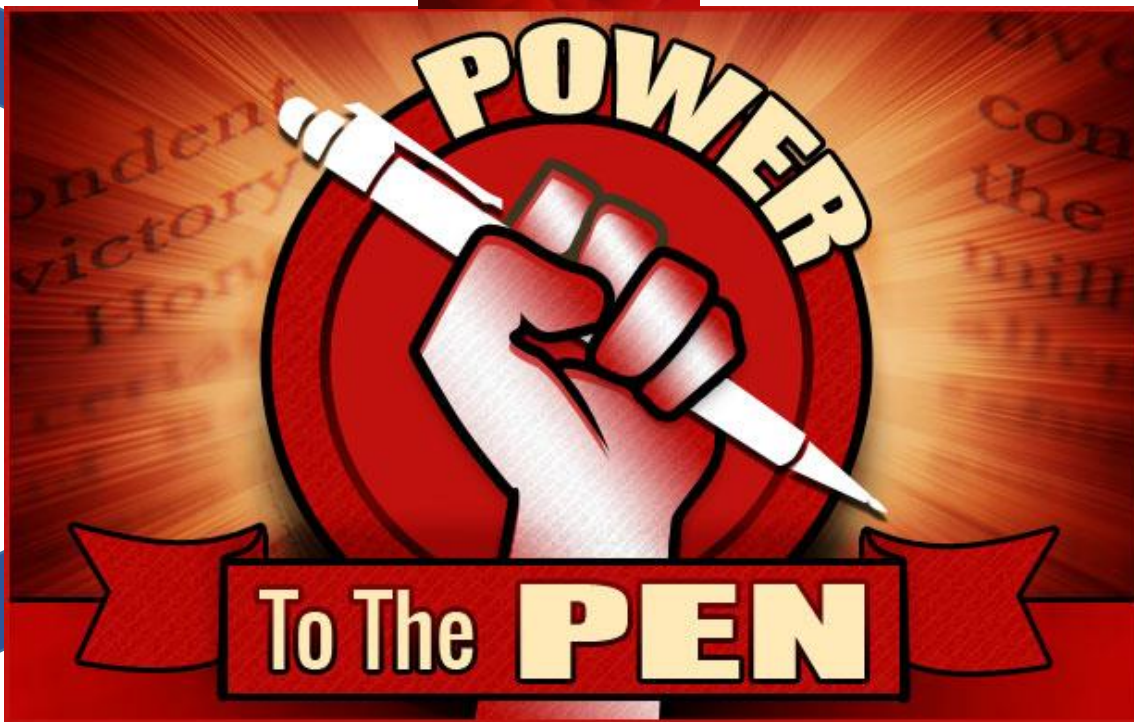
1. Kindness is free. Kindness is easy. Be kind.
2. Never take your health for granted. Never take your loved one’s health for granted. It can change in a matter of minutes.
3. Take care of each other; even those you don’t have a close personal relationship with.
4. Netflix and Prime TV are amazing.
5. Relaxing and forced quiet time is good for the mind, body and soul.
6. If you think you should reach out to someone, you should; don’t hesitate.
7. Crossing things off of my “to-do” list at home is rewarding.
8. Kids are amazing humans. They are insightful, loving, compassionate and can be very innovative – if we just pay attention to them.
9. Just simply listening can give someone the hope they may need.
10. Being thoughtful is powerful. We never truly know what someone is going through.
11. Leadership matters. Moral integrity and moral fortitude matter. Always do the right thing.
12. We are resilient.

As we move into 2021, we are still facing the unknown. Will things ever return to “normal”? What is normal? While we don’t have those answers, I continue to be committed to IACTP and all of the members. Our training opportunities may look a little different this year, however, I assure you that we are working hard to continue to keep up with the current trends in corrections and provide you with the tools necessary to keep your colleagues safe. Stay safe. Stay healthy.

Elizabeth Kreger

President Elect





We at **IACP** want to hear from you. We are asking for you to share your stories, techniques and experiences with other correctional training personnel. All members are welcome and encouraged to write an article for The Correctional Trainer. This is a great way to learn from each other. Tell us how you do things, we want to know!

Articles can be sent directly to the Editor Darryl Smith
JD9199@yahoo.com

Thank you!!

Management of Inmate Perpetrated Harassment



A Guide for Corrections Leaders



Susan Jones
Sarah Billingsley Chapman

Management of Inmate Perpetrated Harassment – A Guide for Corrections Leaders

The issues facing corrections leaders are complex and multi-faceted and leaders are bombarded by the demands to make quick and correct decisions on a daily basis. As a former warden in a high security state prison, I understood the pressure that is placed upon leaders, particularly, those at the facility level. I often commented that I felt like I spent all day playing the “whack-a-mole” approach to decision making. I rarely felt like I had adequate time, nor all the information needed to make an informed decision. The obvious downside of this whack-a-mole approach was that many of my decisions came back with problems, time and time again. I regretted having to work in an environment where I was not given complete information or the time to carefully consider the available information.

This book is a direct response to my management experiences in corrections. The Management of Inmate Perpetrated Harassment- A guide for corrections leaders, is intended to give the reader everything they need to know about this topic, including policy language and training curriculum, to address the sexually abusive/harassing behavior of inmates directed at staff. As my co-author and I wrote this guide, we built upon our corrections experience to ensure that this guide included complete information to allow corrections leaders to build policy and action upon the research and the results of litigation, while working within a framework that is fully aware of the corrections culture. It is our hope that this guide will help each of you to take steps to reduce or eliminate these issues within your corrections facility.

- Susan Jones

To order a copy

<https://www.policeandfirepublishing.com/product-page/management-of-inmate-perpetrated-harassment-a-guide-for-corrections-leaders>

**“TELL ME AND I FORGET.
TEACH ME AND I REMEMBER.
INVOLVE ME AND I LEARN.”**

BENJAMIN FRANKLIN

Why Convert Training from Instructor Led Training platform to Virtual Instructor Led Training Platform? by Jim Wiseman

The answer to this question has become somewhat easy to answer in the past year or so: **“Duh! COVID hit and we can’t use our classrooms anymore...we have to figure out a way to train our staff and still socially distance...”**

However, for most correctional trainers, the move to include more virtual training began long before COVID hit. In the technologically advanced world that we now live in it just makes sense to use the Virtual Instructor Led Training (VILT) platform as one of our “tools in our tool kits”. I have been a correctional trainer since 1991, and absolutely love classroom training! I enjoy the interaction with participants and appreciate seeing the “light bulbs” come on when students grasp the concepts we deliver and actually begin to apply the information they have received. I sincerely hope that we never lose sight of the value of classroom training. With that said, we must also embrace the many opportunities that we have to engage with students outside of the traditional classroom. When I first began utilizing virtual platforms to deliver training, I thought I would lose the ability to “really connect” with my students. Was I wrong! There are just as many ways to see those “light bulbs” come on in the virtual world as there are in the traditional classroom. We just need to be willing to explore all our options in the virtual environment and use all the tools that are available.

IACP, in conjunction with the National Institute of Corrections, have been delivering a webinar that focuses on converting Instructor Led Training (ILT) to VILT. If you haven’t already, I encourage you to review the content of these webinars and begin the process of making this conversion happen. Once again, we should make this shift not just because “we have to”, but because there are other very valuable outcomes that can occur when we make this shift. Some of these are noted below:

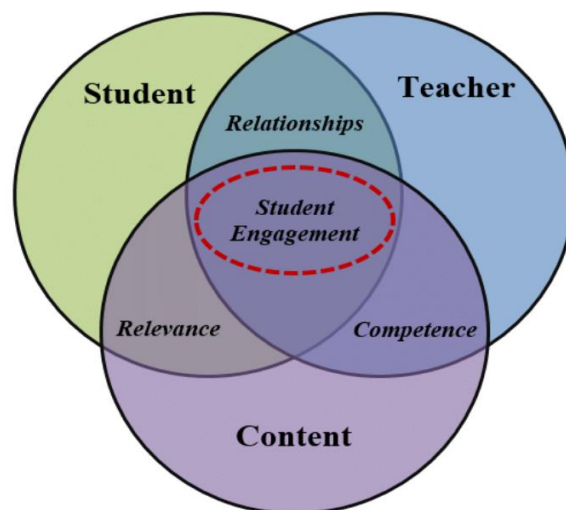
- **Cutting travel costs:** EXAMPLE: Several years ago, when I was Training Director for the Missouri Department of Corrections, we implemented VILT for a part of our Probation and Parole Safety Training. We had previously had two days of ILT every year for our Probation and Parole Officers, and we cut that to one day in the classroom and added a half day of virtual instructor led training, and four hours of asynchronous computer-based training. This move helped cut costs dramatically and we still achieved all our training objectives!
- **Making training a “blended approach”:** As trainers, we are all aware of learning styles and how that relates to the classroom. These learning styles also relate to how our students best perceive and process information. Many of our students learn better when given the opportunity to receive this information in different modalities. The blended approach allows for just that. We should all look for different platforms to ensure we meet the needs of all the learning styles of our students.

These are just a couple of many advantages of converting ILT to VILT programs. As correctional trainers move into the 21st century, we must always consider the different modalities of delivering training that is available. One of the leaders in the delivery of correctional training, the National Institute of Corrections, is leading the way. They have not only partnered with IACTP as I noted above, they have also converted many of their training programs to include VILT options. They have already converted many of their training for trainer programs from ILT to VILT and are in the process of converting their Management Development for the Future and Correctional Leadership Development programs. I have been fortunate enough to assist with some of this transition and am excited to review the results once application begins to occur back in the workplace.

I submit this article to the *Correctional Trainer* to hopefully continue the dialogue that has been generated around “blended training” and more specifically how we are all converting ILT to VILT. I hope to continue sharing articles on a quarterly basis on this topic and am asking for your input. I encourage you to send me information you have acquired, examples of conversion, etc. so I can include in my quarterly articles. I have noted my contact information below.

Thanks to all of you for what you continue to do in the field of Corrections. I continue to believe that YOU, correctional trainers, perform one of the most critical functions to ensure the safety and success of all correctional staff members. Keep up the great work!

Jim Wiseman is a 35-year veteran of the Missouri Department of Corrections where he served as a Corrections Officer, Sergeant, Institutional Training Officer, Regional Training Administrator and Training Director. Jim is retired from MDOC and is currently working as a training consultant for Transitional Goal Achievers and the National Institute of Corrections. Jim also remains engaged with the field of Corrections by monitoring offender visitations remotely with Guarded Exchange. Please contact Jim with your reaction to this article at jawiseman@mchsi.com or jawiseman98@gmail.com



Let's Train Outside the Box

LESSONS OF THE DAY

Presented by Lt. David Hodges, Davidson County Sheriff's Office, Nashville, TN.

Lesson of the Day #11, Work Computers and You

Every couple of years or so, between promotions and attrition, the Officer staff has a pretty thorough change over to newer Officers. There are still a good number of "seasoned" Officers, But still, there's a significant number of Officers with less than a couple of years of service in each building. As a result, there are some issues that recur every few years and need to be re-addressed.

Which brings us to today's Lesson of the Day... Your work Computer.

Everything you do on your computer can be reviewed by the I.T. Department. By and large, your every key stroke is not specifically monitored, but it could be if requested. With hundreds of employees using computers, it's not very practical or cost effective to have someone monitoring everyone's every move.

However, if I have suspicions that an Officer.... Let's use Officer O.B. Wan... is watching naked, mud wrestling matches on his computer while at work, I can call I.T. and ask them to research his internet history and profile. About two days later, I would get a report indicating what sites he has visited along with how long he visited them. I would also find out what games he has on the computer, (to include the ones disguised as excel files) ebooks, and a record of CD's played. (Music and movies)

Then, depending upon the severity of the circumstance, he would receive a Letter of Concern, Letter of Reprimand or a recommendation for a Disciplinary Review Board hearing.

Your emails can also be read and printed. Even if you "think" you deleted them. Unless you have been living under a rock for the last couple of years, surely you have heard about the political situations involving missing, lost, deleted and hacked emails and the embarrassment following their release to the public. Every email that you send and receive is stored in the cloud.

Forever.

Please remember that when you are tempted to send a stupid email.

So, let's consolidate the above Lesson of the Day into something easy to remember....

If it's not directly work related, don't use your computer to do it, play it, read it, listen to it or watch it.

The End

Lesson of the Day #18

Two inmates are fighting

It never ceases to amaze me when I look at a Use-of-Force Commander video where two inmates are actively engaged in a fist fight and an Officer steps in and tries to physically “Break them up”.

No, No, No, No, No....

Tell them to stop. And while you're spraying them both with Freeze, Call a code.

Or,

Call a code while you're spraying them both...

Either way, spray them both, and call a code...

Later, after some help gets there and they have both been sprayed and are no longer fighting, put the handcuffs on.

Getting in the middle of two folks fighting is for grade school and is a recipe for getting inadvertently hurt when dealing with adults.

In the event there is some confusion surrounding this particular Lesson of the Day,,, Let me summarize...

If you are in a situation where two inmates are engaged in a fight, do not attempt to physically break them up. Tell 'em to stop, Call a code and commence spraying. When other Officers arrive, cuff 'em up and take 'em to a holding cell.

Lesson of the Day #2, Inmate Escorts

Whenever you and an inmate are walking to the same place, it is considered to be an “Escort”.

Inmates are in jail for doing nefarious things.

You can't always trust people who do nefarious things to not continue to do nefarious things, even when they have no obvious reason to do a nefarious thing.

That is why, when you and an inmate are going someplace together, they should always be in front of you and not behind you. That's just in case the inmate whom you assume has no obvious reason to do a nefarious thing decides that he's gonna do something nefarious...to you.

In Summary: When conducting an Inmate escort, the inmate is always to be in front of you and not behind you.

The End

Lt. Dave Hodges

The Three Stairways to a Professional Staff

By Gary F. Cornelius, First Lt. (Retired)

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In life, both professionally and personally, we climb heights. In our personal lives, we climb heights in school from elementary school to middle school to high school though college. We are told to always do our best and strive to succeed. Do your homework, get good grades, and do the hard work! Make the honor roll, and so on.

In our professional lives, we climb hills as well. We are hired, attend the academy, go through our on the job training and make it through our probationary year. We are transferred, learn new jobs and go for promotions. A true professional corrections officer (CO) always tries to achieve goals and grow, learning new skills and acquiring new knowledge.

Recently, I spoke to Professor Kevin Courtright and students of the Department of Criminal Justice, Anthropology, and Forensic Studies at Edinboro University of Pennsylvania. I presented a Zoom lecture on deviance in the corrections profession. Edinboro is my alma mater, and I thank Dr. Courtright for the opportunity and compliment him, the faculty and the criminal justice students for their interest in learning about corrections.

Unfortunately, like in many professions, there are deviant officers. They are disciplined, demoted, suspended, or terminated. Moreover-when their deviant acts make the news, it is embarrassing to our field. We, as a profession, must take steps to hire good people, train them, retain them, and invest in their professional development.

Think of this process as a stairway to the top floor-that being having a professional staff. No staff is perfect; corrections officers are human, honest, and make mistakes. However, what every agency wants is to have are staff members who take pride in their profession, are well trained and continue to grow and develop.

The First Stairway

Let us begin with the first stairway. The first step is to hire the right people-mature, level-headed, are in good physical and mental health, have stable work histories and possess a sense of public service. While many corrections agencies are short staffed, I have in my classes encountered supervisors who have said that they would rather work short than be fully staffed with the wrong people. With the hiring process, a clear picture of the profession must be illustrated. Corrections is not the same as police work, in some respects, but just as important. However, dangers exist. COs do not patrol the streets and engage in high-speed vehicle chases. They patrol inside one of the unique buildings on earth the correctional facility. Whether for juvenile offenders or adult offenders, these buildings have one central thread. The people housed inside do not want to be there and many constantly work to subvert the security practices, procedures, and policies of the staff. Included in these steps must be a realistic, plain approach to training. Correctional training curriculum has greatly improved in the past several decades, along with developments in technology. However, some topics should be covered, such as inmate manipulation, the inmate lifestyle and subculture, and stress management.

The second step makes it clear that corrections is a people profession. Inmates in our custody are to receive the services they are due, as per case law and statute. They have limited constitutional rights, and the intentional or deliberate denial of these rights can lead to a CO being found liable. COs must realize, clearly, that inmates, no matter their behavior or temperament, are people in our custody. Their well-being is in the COs' hands. Inmates are to receive adequate food, clothing, shelter, recreation, sanitary living areas, medical care, dental care and mental health care. They are to be free of harassment and dangers to their personal safety. Trainers and supervisors must discuss court cases involving inmates being denied their constitutional rights, due to staff negligence and deliberate indifference. Cases should discuss what staff did or did not do that resulted in mistreatment, injury or death. For example, in recruit basic class an instructor discusses the Eighth Amendment, cruel and unusual punishment. Cases where staff did not exercise good judgment and practices, and an inmate was attacked or died have to be clearly discussed. Topics include lack of medical care, inmate suicide, sexual assault, etc. In addition, trainers must keep up with the times. The needs of housing and maintaining safe custody of LGBTQ inmates must be made clear. A

challenge for corrections is the safe management of trans-gender inmates. Times are changing, and staff training must keep up with the changes.

Another step in the first set of stairs involves ego-and this may be observed early in the training academy. Trainers and agency supervisors must be on the alert for CO trainees on 'power trips'. COs with runaway egos must be given a frank and clear 'sit-down' session by supervisors. Out of control egos and 'power trips' will result in lawsuits down the road, punitive damages, discipline and termination. Correctional officers can be charged criminally. Make this very clear.

The Second Stairway

The second set of stairs deals with on the job training (OJT). Supervisors must choose their best people to be field-training officers (FTOs). To be designated a FTO should be based on an exemplary work record, the ability to communicate clearly with trainees, patience, maturity and a clear working knowledge of the agency's policies and procedures. FTO positions should not be solely awarded based on favoritism, such as 'Officer ____ has been on 30 years; he knows the 'ropes' and all the brass like him'. Some officers with less time on the job may be better FTOs than the 'old timers'. Remember-your FTOs shape and mold the staff.

While going up the second flight of stairs, supervisors and trainers should bluntly discuss ethics, including how officers can be disciplined, including demotion and termination, for mistakes in social media. Postings, comments and photos must not denigrate the mission of the agency or embarrass the agency. Every agency should have a clear policy on the proper usage of social media. There are limitations; it is not a simple First Amendment issue. Even off duty, the CO represents the agency. Staff must use common sense. For example, a CO posts on social media that he believes that all offenders should be 'roughed up' to teach them a lesson. This sheds negative light on his or her agency, which states that all offenders in custody shall receive humane treatment and be afforded due process in accordance with their constitutional rights and the law. The CO posting says the opposite-and the public image of the facility takes a negative 'hit'. He or she does not have First Amendment protection; and cannot claim 'freedom of speech'.

Also included in this stairway is the proper use of the probationary year. Most recruits make it through the academy, graduate and go on to OJT. Regrettably, a few do not. No one likes to see a person lose employment, but if a new CO cannot do the job a dangerous job and is making serious mistakes, it would be a disservice to the agency

and facility staff to keep him on. Use the probationary year as a continuum of training. If the new CO is not quite ready to be 'cut loose' and work independently, then take the time to correct mistakes. The academy, OJT and the probationary year all serve as a foundation for staff development.

The last step is mentoring. Good mentors are the 'dream' of every correctional supervisor. Officers who are mentors may not necessarily have rank. They are the calm, mature, thorough and hardworking officers who know how to handle the inmates, and how to get the job done. In war movies, they are the 'old hands' that take care of the new replacements. They give good advice, and when they see new or problem COs making mistakes, they patiently teach them the right way to do things, based on their experiences. They take pride in their work, attend trainings with an open mind and are a credit to the agency. Develop and support your mentors and remember to thank them.

The Third Stairway

You have made it up two flights and pause at the landing. You have hired the staff, trained them and sent them down their career path. The last flight of stairs includes keeping them not only on the job, but proficient at their job. This approach includes good in-service training, evaluations, and preparing them for different assignments.

A critical step is the availability of good in-service training that both maintains certification in accordance with standards, and develops the CO. While Cultural Diversity and Legal (court cases and statutes) are required, other topics should include, but not limited to, resisting inmate manipulation, avoiding liability, interpersonal communications, verbal judo, preventing suicide, stress management, ethics, special populations (including trans-gender, mentally ill, elderly, etc.), escape prevention, officer safety, documenting and communicating critical incidents and managing the inmate populations. This training must be constantly revised to keep up with the times. It must be presented in a way that keeps trainees interested, and not just sitting there to 'get their hours in'. With the current COVID pandemic, many agencies are using on-line venues but whatever the medium, good, interesting training is necessary.

Evaluations should be honest, and not 'sugar coated'. Some COs do take criticism constructively; others argue every point. Make sure your reasoning is well documented and covers only the rating period. How many times have we supervisors heard: 'Hey! Last year's evaluation was better than what you are now rating me!' Job performances can go up or down. If a CO is not performing well, the evaluation can be a critical tool to remedy the behavior-if possible. Do not rush evaluations; do not just 'get them over

with' if a CO is a problem employee. This does not help your agency and is not fair to the good people who must work with that CO.

Finally, prepare staff for other assignments. Staff transfers should be implemented in ways that facilitate good transitions and training for new assignments. If COs are transferred into new jobs, such as from confinement to community corrections, they should receive adequate OJT; they should not be given the assignment with little or no acclimation to the new duties. Also, COs should understand the different philosophies of corrections. Working on a squad is part of the punishment philosophy; inmates are punished through incarceration and the courts taking away their liberties (this does not mean that inmates should be mistreated). COs who are transferred into programs should be trained in the treatment philosophy inmates working through programs to correct their criminal behavior. If a CO transfers into community corrections, community service, etc., they should be given orientations in the prevention philosophy. Community corrections staff works with inmates to prevent future criminal behavior.

When a CO is promoted, he or she should attend supervisors training how to manage people, evaluations, coaching, employee discipline, problem employees, leadership, etc. Gone are the days where a new sergeant gets the stripes and is told: 'you have been here a while you know what to do'. Supervisors training must address the issue of supervising the people that you worked with, and now you are their boss. Remember promoting and developing good supervisors is a positive legacy for your agency.

In summary, the three flights of stairs to a professional staff develops your staff, maintains good professionalism in your staff, and prepares them for promotions, new job assignments and better job performance. When you get to the top, taking your time on each step, your agency will benefit.

Reference:

Lt. Gary F. Cornelius, retired, Power Point Presentation: Correctional Officer Deviance, Edinboro University of Pennsylvania, Kevin E. Courtright Ph.D., Department of Criminal Justice, Anthropology, and Forensic Studies, October 16, 2020.

Lt. Gary F. Cornelius retired in 2005 from the Fairfax County (VA) Office of the Sheriff, after serving over 27 years in the Fairfax County Adult Detention Center. His prior service in law enforcement included service in the United States Secret Service Uniformed Division. His jail career included assignments in confinement, work release, programs and classification.

Our Sponsors





Are You Cautious or Paranoid?

Has someone ever labeled your caution as paranoia? This is likely something that happens to all corrections professionals at one time or another. Of course, our caution keeps us safe on the job. Those outside the profession cannot fully appreciate the distinction unless they are in our vocational shoes.

I teach criminal justice classes for a local college. As a corrections professional, I strive to integrate vocational realism while delivering information about the structure, functions and history of corrections. At times, I see the surprise of those not in the profession about the intense caution that we take for granted. While explaining the concept of masked actions and ulterior motives, a student asked me, “Are you paranoid?” I assured her that I am just cautious: The job in corrections strengthens that attribute. To buttress this point, I crafted a short classroom exercise.

This classroom exercise can be conducted at all levels of corrections – from pre-professionals in introductory classes to seasoned veterans.

First, the facilitator delivers the definitions.

Caution is an alertness and prudence in a hazardous situation; care; wariness.

“Caution – Falling rocks. Drive with care.”

Paranoia is an intense fear or suspicion, especially when unfounded. “Mark was certain that a swarm of carnivorous ants would interrupt the picnic.”

Paranoia is no laughing matter. It can be described as a mental disorder characterized by any of several types of delusions.

Then, the instructor presents each of the fifteen scenarios and asks the class: Does this make you feel cautious or paranoid?

1. You park your car and you double-check that you locked it? What if you do so twice?
2. At home, you pat your pocket for your work keys and panic when you do not feel them.
3. In a public bathroom, you double back to see if you flushed the toilet.

4. You hear voices outside and on your neighbor's lawn. You peer out your venetian blinds, being careful to open them only a tiny bit so that no one will see you looking.
5. You do not answer your telephone because the caller ID lists a private number.
6. You place a clean sheet of cardboard on your driveway under your engine overnight to see if you are leaking oil or transmission fluid.
7. You believe that your neighbor is siphoning gas from your car, so you tape a razor to the gas cap in hopes of snaring the culprit.
8. You store a few gallons of clean water in your car in case your radiator malfunctions.
9. You change your passwords on your computer once a month.
10. You dismantle your Facebook account when a childhood friend that you never liked tries to friend you.
11. Another vehicle passes your car on the highway. Your cruise control is steady at 54 miles per hour in a 55 zone. You keep a close eye on the car that just passed you.
12. You observe someone walking around your car. The person looks at your license plate and starts writing on a pad.
13. You see a mouse in your house one morning. You buy and place a dozen sticky traps.
14. You come home from the grocery store and find that the apple sauce you just bought has a popped-up freshness indicator. It looks like the seal was broken and you contemplate the integrity of the applesauce.
15. You get a bowl of soup from the crock on the salad bar at the restaurant. You find a kinky, long red hair in the soup. You look at others who have also selected soup.

There are no right or wrong answers to this. Many of the circumstances can be qualified by the instructor to make the point that distinctions are not always easy. Active classes will certainly have lively discussions.

In corrections, it is good to know how you may react to certain situations. An exercise like this is helpful in that manner. It is useful to ask oneself, Am I cautious or am I paranoid?



By Joe Bouchard

Book Reviews by Darryl Smith

I just finished reading 2 new books that were released in December pertaining to corrections. The first one titled **“Inmate Manipulation Decoded”** written by Anthony Gangi.

I have to admit that this book is on point. This is a must read for anyone considering a career in corrections or those senior staff members, as a reminder to not get/be complacent. Anthony breaks down the steps that inmates will take to “shop staff” and use their ability to manipulate those staff that are unaware or unprepared. If you believe that you cannot be manipulated, you are mistaken. We are all manipulated but others in some way. Whether it's a TV commercial, your spouse/child, or a news article, that information is used to sway your perception not necessarily by your choice. The difference in prison it is used to elicit control for their gain. Anthony goes to great lengths in his breakdown to identify the steps inmates are willing to take in this lengthy process. He also identifies the simple steps that you can take to avoid being manipulated. The cover photo is an excellent depiction of the game being played, inmates have the chess pieces, calculating every move. Staff only have checkers pieces, signifying that handicap that exists in the complex game of manipulation. I recommend this book be read by all current corrections staff and the points in it be covered in the academy curriculum. Many academies already do discuss these key concepts, but it still needs to be said, because that is how important this one topic is.

Review of “The Nothing That Never Happened” written by William Young

This is William Young's 2nd book on the life of a Corrections Officer and the effects that this chosen career has on not only themselves but also on their friends and family. In his first book, "When Home becomes a Housing Unit" he covers many of the emotions that an officer goes through each and every day. You may remember Mr. Young from the IACTP conference in Omaha. He was there and did a presentation about his first book. This 2nd book is the natural sequel covering more of the same concepts. Why officers are the way we are? Stress. He does a very good job of interjecting some humor and the realities of life, for those of us who are living it. It hits close to home and is often a very familiar depiction of who we are. Sometimes callous, or apathetic, and usually pessimistic.

Mr. Young goes in-depth about the hard truths of what the unsung heroes of Law Enforcement endure during their careers. How it unknowingly changes them slowly and ultimately is killing them and the relationships they have. I was in corrections for 30 years and believe this is a must-read for anyone in corrections. I also highly recommended that Officers' should suggest that their family members read this as well. It will help to break down and explain why we do what we do and understand why we think the way we think. You may not believe that one or 2 of those “minor” things will bother you but, the little things all add up.

Thoughts from our members

Management by Memo –NOT!

By Susan Jones

I have never read a book or been to a presentation or class that taught supervisors to manage by memo, yet, it seems to be a universal fallback position for many people. I often wondered if there was a secret course or orientation that covered this practice because many of the people I worked for in my career used this approach: write a memo to fix something and move on. I saw it used all the time, but I never saw it work. The idea that a complex issue can be fixed by the writing of a memo, that may or may not be read by anyone, is absurd.

Many of the people who managed in this way did so for two reasons: they were lazy and only wanted to cover themselves or the supervisor had an unrealistic view of their own power. The lazy supervisor doesn't want to talk to staff or inmates. This is just too much work and the real fear is that they may uncover a bigger problem (that may create work). This type of person hides behind their desk in the hopes that the real problems will be solved by someone else, before they get into their office. The memo protects them and requires very little effort. This person can be very difficult to work with or work for.

The supervisor who manages by memo and believes that the power of their signature is enough to ensure total obedience to a policy directive is much more difficult to work around. This person believes that because they took the time to write about an issue (and have someone else distribute it, read it to staff, and file it away), the issue will be dealt with. This supervisor is absolutely dumbfounded with the issue appears in a lawsuit or grievance. They are even more amazed if this issue is a catalyst to a significant incident or injury.

Management by memo is the extreme opposite of managing by walking around. I had the privilege of working for a supervisor who spent one half of his day making rounds in the facility – every day he was at work. When I look back upon my time working for him, I realize that I don't remember ever seeing a memo from him on an issue. I am sure there must have been some, but I don't remember them. I do remember him being accessible to inmates and staff and I remember him dealing with issues when they were small. I also remember that working in that facility was some of the easiest years in my corrections career. Perhaps there is a correlation!

I tried to follow his example and to incorporate his actions into my job duties. When I was assigned as the training coordinator I actually scheduled a block of time, many times a week to make rounds and talk to staff, at all levels and in all areas of the facility. I believed that I could learn from these people and I believed that I could get ahead of training issues before they became training problems.

As I continued to promote up the ranks, I made a point of encouraging everyone who worked for me to get out of their office. Some of my staff tried it and believed that this might be a great way to maximize their efforts. However, most of my staff thought they were too busy to “waste” time walking around the facility. I hoped that they would watch and learn from my example and the example of a few of their co-workers. Eventually a few, more did, in fact, venture out more often.

I hope that each of you will schedule time in your duties to get out of your office and talk to people. I believe that this will help you to complete your training duties much more efficiently and increase your program’s effectiveness. I challenge each of you to give it a try... get out there and see if it makes a difference. Forget about the memos for a little while!

(I would love to hear your feedback!! Sjicanoncity@gmail.com)

Susan Jones

Teamwork



*A TEACHER's purpose is
not to create students
in his own image , but
to develop students who
can create their own
image.*

-Unknown



2020 IACP WEBINARS

Date: March 11, 2021

Topic: Liability Issues for Learning Professionals

Presenter: Launa M. Kowalczyk, Owner & Chief Consultant, The Leading Geese

Time: 2pm-3pm (EST)

Course Description: Whether you are an educator, trainer, facilitator, coordinator or administrator in the corrections environment, you have a vital role in the liability of what happens during the learner's growth in your organization. This interactive workshop will look at the pro-active ways in which your role and duties are critical to building a strong and defensible training program. Using the information provided in this webinar will inspire motivation in the professionals who are administering the training and provided benchmarks for defensible markers of the organization's commitment to staff development.

Date: June 16, 2021:

Topic: Growth Mindset for Excellence Professionally and Personally

Presenter: Dr. Penny Veit-Hetletved, Director of Education, Staff Development, and Core Correctional Practices, North Dakota Department of Corrections & Rehabilitation

Time: 11am-12pm (EST)

September 2021: TBD

December 2021: TBD

IACTP Regional Training Initiative

Is your agency seeking professional, interactive correctional based training? The IACTP Board is seeking partners to host regional training sessions.

Who: Seeking Federal, State, Local Correctional Agencies
What: Regionalized Training (Topics to Be Determined)
Where: Host Agency's Training Academy
When: To Be Determined by Host Agency
How: For additional information, please contact:
Elizabeth Kreger @ 614.981.8436
email Elizabeth.Kreger@odrc.state.oh.us

**Teachers affect
eternity; no one
can tell where their
influence stops.**

HENRY BROOKS ADAMS

Check out the new structure of our membership fees

Type of Membership	Annual Dues
New Member	\$50.00
Renewing Member	\$50.00
Full-Time Student (w/ID)	\$35.00
Affiliate Organization	\$250.00
Associate/Corporate	\$1,000.00
Agency Membership: (3-8 Members)	\$43.00 per person
Agency Membership: (9-12 Members)	\$42.00 per person
Agency Membership: (13-16 Members)	\$40.00 per person
Agency Membership: (17-20 Members)	\$38.00 per person
Agency Membership: (21-24 Members)	\$36.00 per person
Agency Membership (25-30 Members)	\$34.00 per person
Agency Membership (31-60 Members)	\$33.00 per person
Agency Membership (61+ Members)	\$2,000.00 flat fee

To join online, visit <http://www.iactp.org> and use the "Join Us" tab.
Agency Memberships need to be processed by phone, so please call the IACTP office at 859-283-4209
and speak with Michael Jones.

*"The mediocre teacher tells.
The good teacher explains.
The superior teacher
demonstrates.
The great teacher inspires."
- William A. Ward*

YESTERDAY IN IACTP

Presented by Shelly Carson

For this quarters journal I picked an article from our summer 1996 journal, as it talks about the starting of the use of the internet as a training tool. It is called:

The Surfing Trainer

By: Brent E. Werner

All of us as trainers continually search for additional ways to become better at what we do. Often, these ways cost money, and we all know that funding for training does not always rate at the top of the priority list.

Along with limited resources, we find that an ever-growing corrections industry results in additional numbers of staff to train. And doing a good job and keeping the training relevant and interesting is made more difficult because of the time available to do the training.

We have all followed the methodology of a predecessor when we joined the family of trainers. But, so often today, the way we used to do it mentality shortchanges us as trainers, as well as those we train.

When I started in training in 1986, we had no computers for record keeping. Everything was recorded manually. There were few reports to provide and many fewer mandated training topics. What a difference ten years make?

Today's trainers are called upon to provide limitless training sessions, provide all mandated training to increasing numbers of staff, with little or no increase in funds, and keep it relevant to and interesting. Oh, don't forget, don't expect any additional staff to help with your training department. There's something wrong with that assignment...

And enlightenment, as such, has come to me not on the job, but at home with my own PC, complete with modem and access to the world. That world is full of information and the magic word is the Internet...

What can IACTP Do for you?



We need your help!

We need to know if you have any ideas or needs that IACTP can help with.

Please send your responses to: iactpc@gmail.com

"Alone we can do so little;
together
we can do so much."
~Helen Keller

*If you change
Nothing,
nothing will
change.*

Are you Certified?

The Certified Correctional Trainer

The Purpose of Trainer Certification:

The Correctional Trainer Certification Commission (CTCC), the International Association of Correctional Training Personnel (IACTP), and the American Jail Association (AJA) promote the concept of voluntary certification for all correctional trainers. Certification is one part of a process called credentialing. It focuses specifically on the individual and is an indication of current competency in a specialized field. Correctional trainers who become certified will be distinguished as individuals who have reached one of the highest levels of achievement in their field.

Candidates must have an aggregate of **three years of experience** as a correctional trainer as defined in the Certified Correctional Trainer (CCT) Handbook for Candidates (subject to change). Anyone who provides training for managers, staff, and/or volunteers of a correctional agency. Adjunct or field trainers and faculty of institutions of higher learning in the areas of corrections, criminal and juvenile justice (and related areas) are eligible to participate in the certification process.

This an example of some comments made during a recent AJA survey:

“It has helped me by ensuring that I continue my involvement in training for recertification. Staying current with best practice always helps.”

“In addition to providing immediate affirmation of additional credentialing as a correctional trainer, the CCT certification has provided opportunities for increased growth via the necessity to keep pace with correctional training trends.”

“Professionally, the CCT has opened doors within the agency, which are directly related to knowledge learned during preparation for the exam.”

The CCT is a path toward success within one’s agency. Are you interested?

To obtain more information download the [CCT Handbook](#) (PDF).

The application can be downloaded at [CCT Application](#) (PDF).



International Association of Correctional Training Personnel (IACTP) Awards of Excellence



Please submit nominations for the 2020 IACTP Awards of Excellence. Annually our organization strives to recognize excellence in correctional training in the following categories:

Specialized Topics Award - given for high quality training in a particular course, program or subject.

Innovative Approaches Award - given for high quality training which advances the state of the art in correctional training.

Training System Award - given for high quality training throughout an entire system or training department.

Commercial Program Award - given for a high-quality training offered by a commercial vendor.

President's Award - presented by the IACTP President for outstanding contribution to the Association and/or the field of correctional training.

INTERNATIONAL ASSOCIATION OF CORRECTIONAL TRAINING PERSONNEL (IACTP) Trainer of the Year Award Guidelines

General

This award is to recognize individuals who have made contributions in training Correction's Professionals. The following guidelines apply to all nominations for the Trainer of the Year Award.

1. Membership to IACTP is a prerequisite for this award.
2. The candidate may not nominate him or herself.
3. The candidate provided exemplary training that surpassed the organization's guidelines while meeting personalized learning strategies for trainees.
4. Individuals may not be considered if they have received this award within the last 3 years. **Application Requirements**

The application form must be completed in full, with a narrative not to exceed 500 words, in support of the nomination. Any incomplete applications will be refused.

Awarded Recipient

The Trainer of the Year will be announced at the IACTP Conference during the Awards Banquet. The recipient will be expected and be allotted the following:

- Receive an Award.
- Receive a 1-year membership to IACTP, the year after receiving the award.
- Receive a conference registration, the year after receiving the award.
- Receive a three nights free hotel room, the year after receiving the award.
- The recipient will be asked to present at the conference the following year.

All the above awards will be presented at the 2020 National Training and Performance Conference hosted by IACTP. 2020's conference will be held in Portland, Maine from September 22-25, 2020.