



IACTP
INTERNATIONAL ASSOCIATION OF
CORRECTIONAL TRAINING PERSONNEL

The Correctional Trainer

June 2020



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President's Address

Wow! What a crazy ride we have all been on for the last several months!!! This global pandemic has challenged all correctional professionals to change the way we have always gone about our business. Nowhere has this been more evident than in the way we conduct our training programs. With that in mind, our Communications Director, Darryl Smith has chosen to dedicate this edition of the Correctional Trainer to the new methods of training that many of you have adopted. I also encourage all of you to send ideas, thoughts and new ways of training you have adopted. Send them to Darryl and I am sure he will get them included in this journal.

Your Board of Directors had to make a very difficult decision this past month. We convened an emergency board meeting and decided we needed to cancel our in-person conference in Portland, Maine this coming Fall. This was a very difficult decision, but we all felt it was something we had to do. We currently have a committee working on our one-day virtual conference that will be conducted on September 23, 2020. They are finalizing the agenda as I write this letter. I am confident it will be a very dynamic and useful line up of workshops. I strongly encourage all IACTP members to attend.

I also want to take this opportunity to once again encourage all of you to remain involved with this Association. Voting for Board of Directors positions are ongoing, and I encourage all of you to cast your ballots. Now is a great time to become even more involved with this Association. I will be leaving the Board this coming Fall, but plan to remain active by writing articles for the Correctional Trainer and hopefully attending and presenting at future conferences. I encourage all of you to do the same.

It has been a great honor to serve as your President the last two years. I am very confident that my successor, Trish Signor will continue to move this Association in the positive direction we have been moving the past several years. I look forward to e-seeing all of you this September and also at our future conferences in Minnesota 2021 and Maine 2022! Always remember that this is the "ONLY" Association that exists solely to serve the needs of "YOU", the Correctional Trainer!

Stay safe everyone!!!



Jim Wiseman, President



International Association of Correctional Training Personnel

International Association of Correctional Training Personnel Board Members

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THE PRESIDENT-ELECT'S CORNER

To all our members,

In these uncertain times we are living in with the pandemic and social injustice issues, we very much want our membership to know we are here for you and look for ways to better serve you.

While individuals, organizations and communities grieve the death of Georg Floyd, Ahmaud Arbery and Breonna Taylor and many others around the country, I want to remind us to take care of ourselves during this time of tragedy. These moments are painful for our entire nation, especially our communities of color, who will be impacted by the trauma and grief for years to come. Indeed, the news coverage and horrific images leave us feeling sadness, or anguish, or anger, or all of these and more. Know that you are not alone.

As an organization we are in a position to educate others and promote responsible research and training to meaningfully change the system. As you are preparing your trainings, creating your lesson plans think about all the ways you can help others to understand and fight against racism and implicit bias. We no longer have the time to just make people aware of these topics, we need them to be trained to the point of taking positive action.

Our organization will definitely be taking a closer look at this issue and trying to find ways to help. As always, we love hearing from you and would welcome any thoughts on this issue.

On another note:

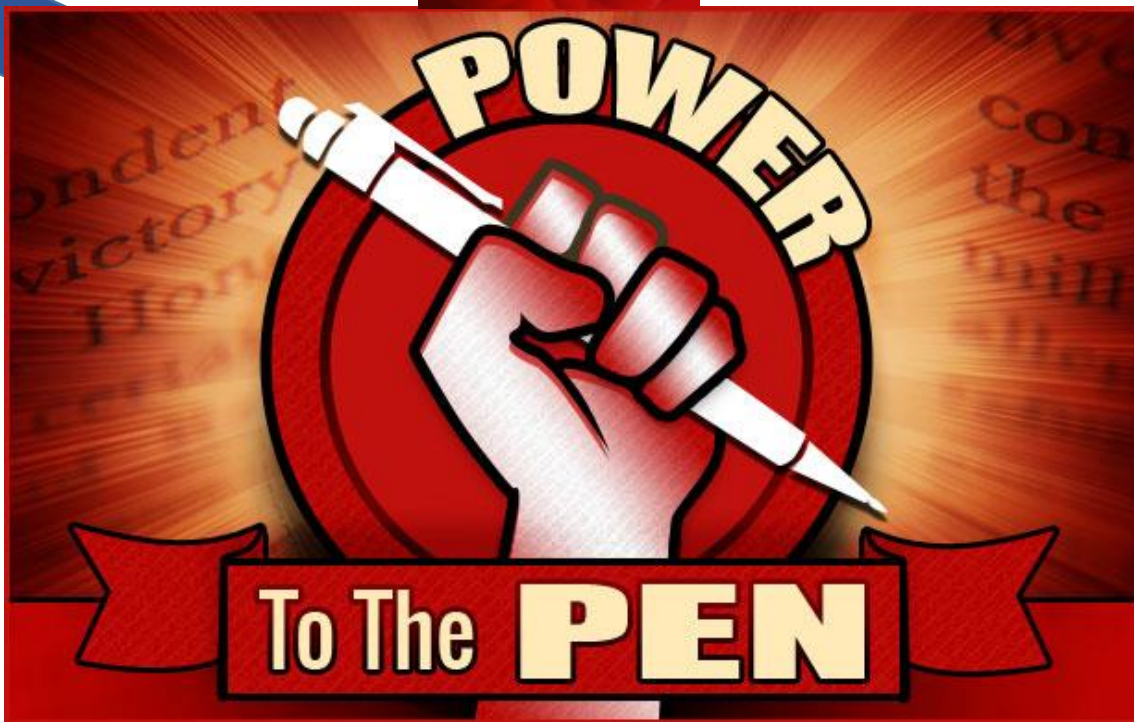
Today's article is the last one I will write to you as the President Elect. Next time you hear from me I will be the President of IACTP. In the meantime, I am very sad to be losing my good friend and our gracious President Jim Wiseman. He has been such a wonderful leader in our organization and has guided us wisely. Under his profound leadership IACTP has:

1. Expanded membership structure to include Agency Membership, which has served to almost double IACTP's membership base.
2. Continued to support and expand the IACTP webinar series (free resource to members).
3. Set-up mechanism for IACTP members to solicit information and resource sharing with other IACTP members.
4. Re-connected IACTP and NIC, which brings a wealth of training resource opportunities to the profession.
5. Oversaw a massive website update (in progress but will be unveiled prior to end of Jim's Presidency).

Jim has also been a great mentor to all of us on the board and has set the bar very high for me. I think what I respected most about Jim is his absolute directive that this association is for its members, everything we do is for them. He went out of his way to meet everyone he could at the conferences, he would shake as many hands as possible and let our members know that he was here for them. We will all miss his friendship and leadership. Good luck to you Jim on future endeavors.

Trish Signor

President Elect



IACTP needs you and we want to hear from you. 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.K.Smith@tn.gov

Thank you!!!



When Maine was chosen to be the Host state for the 2020 IACTP Conference, little did we know how much our chosen theme would become a reality. Who would have thought how fitting this year's conference theme would be suited to what is going on in our world right now. The team discussed and came up with several themes and decided on 2020 A New Day...A New Way, Strengthening the Correctional Trainer.

Maine is the first to see the Sunrise and Corrections is always looking at cutting edge technology and training to make us better at what we do. Every day is a new beginning and an opportunity to change the way we conduct business. How quickly we have all had to adjust in the delivery of our training. To prioritize what is absolutely necessary and what meetings we can really do without 😊 Stay the course my friends and we shall see each other in 2021 in Minnesota and then in Maine in 2022 where we will still have the same theme. We will look back and reminisce about the time we had to cancel the IACTP conference and the changes we all made to still maintain the high-quality training that is expected of all of us.

Angie Newhouse

Director, Division of Professional Development

Maine Department of Corrections

Let's Train Outside the Box

Hello all, I hope everyone had a great time in Nebraska! I know I did! We also saw so many workshops that absolutely train outside the box, so we are dedicating a few pages to our 2019 Omaha, Nebraska Conference! (Shelly Carson, Missouri Dept. of Corrections)



Lesson of the Day #85 Subterfuge

By Lt. David Hodges

This may come as quite a surprise, but occasionally, an inmate will tell you something that is not true.

An example might be: While you're conducting a strip search on an Inmate and a pack of cigarettes falls out of his underwear. He may say something like "Those are not mine; I don't know where they came from"

A reasonable Officer would conclude that that is not a truthful statement.

Another example might be: When conducting a bed audit, you find a bunch of inmates on the incorrect bunks and they tell you "The last C.O. told us he didn't care what beds we were on."

One of my personal favorites is (Fill in the blank) 'Nobody else makes me _____ ...

From strip searches, bunk searches, tucking in their shirts to opening their mouth to show that they swallowed their medication... it seems that when directed to do it... you're the only person in the agency that enforces that particular standard.

Which brings me to the point of today's Lesson of the Day...

Sometimes, the statements that you hear are not entirely accurate... in fact, on occasion; the statements that you hear are a complete, verbal fabrication pertaining to the situation at hand.

In some social circles, that "complete, verbal fabrication pertaining to the situation at hand is also known as;

A Lie

Why am I telling you this?

To remind you that you're really not the only Officer who does what they're supposed to do,,, but the inmates will want you to think that you're the only one who does, so that you'll stop doing what you're supposed to do...

Lesson of the Day #101

I Need You to Put Your Hands Behind Your Back

Once upon a time, before our old jail was torn down and a new one was being built, the final moments leading up to a Use-of-Force incident were usually precipitated with a specific

statement... With all the new staff that have started recently, it looks like it's time for a refresher...

That statement is:

"Sir, I need you to turn around and put your hands behind your back so I can put cuffs on you"

This simple phrase serves a number of purposes.

Let's presume that you've already done a number of things right. You've asked the inmate to do something that he doesn't want to do, and he's decided that he's not gonna do. You've asked for additional officers to come... and they have, and finally, you've exhausted your verbal judo "ninja skills".

In your judgement, the inmate is on the very edge of being assaultive. He said that he's NOT going to a holding cell,,, or anywhere else you tell him to go... He's angry... you're at an impasse. You're trying to decide whether to spray him or not. The three other "support" officers standing with you are waiting for you to make a decision.

Make a decision!

Sometimes, that's a tough spot for you to be in. Do you spray? Do you not spray? Are you gonna get in trouble if you spray? There are usually all kind of scenarios going through your mind when deciding if chemical agent is appropriate.

Sometimes, you don't need to internally deliberate if spray is appropriate. Two inmates actively fighting might be an example. You asked em' to stop, but they haven't and they're hurting each other... so you spray. An inmate is being assaultive towards staff might be another example...you just spray.

But like I just stated two paragraphs up... Occasionally, you're in that gray area between verbal judo and arguing. Compliance and Non-Compliance...spray or don't spray. I'll be in trouble... I won't be in trouble.

Well,,, the purpose of today's Lesson of the Day is to hopefully help you make that decision with confidence.

I stated way up at the top of this thing that this phrase serves several purposes.

First, it settles the question. Is this inmate going to comply or not? If he complies and you place hand cuffs on him, you can readily walk him to a holding cell and close the door. Congratulations! You have just successfully prevented this situation from escalating to a Use-of-Force. Now go tell your Sgt. or Lt. that you have a guy in the holding cell.

Secondly, those three "Support Officers" that you have next to you? When they hear you say those words... that is their cue to know that further dialog is over and either the inmate will now comply with being restrained or he will not.

Third... the inmate knows what those words mean... and if you see that he can't make up his mind which option to choose, you mention that if he does NOT put his hands behind his back, you're gonna have to spray him.

Fourth... the decision-making burden has been lifted. You have tried everything that you know how to do to gain voluntary compliance. In fact, by asking him to turn around and place his hands behind his back to be handcuffed you have demonstrated that it's your intention NOT to have a Use-of-Force. And... you just TOLD him that his option was cuffs... or spray... You've given him every opportunity to comply and he turned them all down.

In order to gain his compliance... you had no choice but to spray.

Lesson of the Day #105 Pie Flaps and Faces

There are two types of lessons in life.

First, there are those types of lessons that you never really learn from and are destined to repeat over and over. Speeding tickets, dating the wrong person and spending more money than you make are pretty common examples.

And then there's the second kind of lesson, those are the types of life's lessons that you only have to learn once and you never, ever forget. Sneezing when you have diarrhea kinda falls into that category.

Which leads me to the point of today's Lesson of the day... and that is: preventing you from having to learn the perils of Food Flaps firsthand.

Food Flaps are for the transfer of food and for restraining an inmate... They are not a communication portal.

If, for whatever reason you may feel compelled to stick your face down there to better communicate with an inmate, be forewarned: you will eventually wind up with a face full of Poop, Pee, Oatmeal, Grits or Green Beans... and potentially might even get a broom handle poked in your eye.

Nobody wants a broom handle poked in their eye.

They're not called "talking Flaps" they're called "Food Flaps" for a reason.

Keep your face, and all other parts of your anatomy clear of the opening when the flap is down.

The End

Lt. David Hodges

Davidson County Sheriffs Office

Nashville, TN

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Just for Fun!!!!

ALL SHOULD BE TRUE

This is dedicated to and written for correctional trainers. From time to time, we need to hold the mirror to our own faces.

Two friends of mine are great correctional trainers. They are mentioned in the acknowledgements. Shane Gray and Chris Schweikert have different presentation styles that reflect on their individual personalities. This buttresses for me the notion that there are often many good routes from point A to point B.

As trainers, there are peaks and valleys in our careers. What we learn in the deep, dark valleys can be used later when we ascend the tallest peaks. There we can stand taller if we learned the lessons. I believe that this is easier when we are truly honest with ourselves.

So, this is an exercise where trainers introspect. And here we are asked to look at ourselves unflinchingly in the full light of the day. I first heard a great saying from a mentor of mine, Dave Burnett, who said, "If you have integrity, nothing else matters. If you don't have integrity, nothing else matters." (I learned later that this quote is attributable to Senator Alan Simpson.)

What follows is a ten-question true or false quiz. In writing this and based on my experience, all answers should be true (hence the title). But, you have made it to your position without me at your side. You are the master of the grading of this quiz. Some may scoff, others may self-flagellate. It is my hope that those who lie between those extremes of self-analysis enjoy the quiz.

Please note that I do not consider myself perfect by any means. As a

trainer, I am a work in progress – flawed, but hopeful.

Trainer self-assessment quiz

(True or False)

1. I can laugh at myself and even poke fun at myself.
2. I can take tips from other trainers.
3. I truly want to deliver material that supports the mission of our agency.
4. I generally like my job.
5. I feel that instruction such as I deliver is important to overall safety.
6. Sometimes, my nerves can hinder my presentation.
7. I am respectful to all people in my classes.
8. I can control or deflect hecklers in a way that is not malicious or childish.
9. Sometimes, I get into a teaching rut.
10. Engaging participants is often hard but worthwhile.

What does all of this mean in my mind? At this point, what is most important is what you do with your findings.

In other words, dare to hold the mirror to your face.

Be honest in your self-assessment. That is the true route to improvement.

TIME FOR CHANGE

It has been said many times in many different ways: nothing stays the same except that everything continues to change. Think of the changes in personal technology in the United States since the 1980's. For example, in the 1980's, there were no small, smart cell phones. Mobile phones at that time were as big and heavy as a brick and just as dumb. Only a few people could afford them, so they were rare. One could basically make a call with the device and that was it. Incidentally, reception was dubious at best.

Today, smart phones are everywhere and capable of so many things. With smart phones, everyone has a calculator at hand. In fact, there is an application on how to figure out different percentages for the purpose of leaving a tip.

Let's reflect on changes from the simpler time of the 1980's by figuring out the amount of pocket change one would need in these simple math problems. Here are the rules:

- Break the class into two teams.
- Give one team 30 seconds to solve the story problem.
- If the team is correct, they get one point.
- If not, and the next team can solve the problem in 30 seconds, that team gets two points.

This is done in an old school manner - teams will neither use smart phones nor calculators. All must be done by hand.

- Extra point is awarded if team can tell you the breakdown of change in actual coins.

You and your father enjoy breakfast at the Acropole restaurant. Since the year is 1986, your bill is \$ 12.00. You wish to leave a 15 % tip. How much change is this?

(\$ 1.80 should be added to the bill. That is seven quarters and one nickel)

Your sister wants to see Duran Duran at Pine Knob and is five dollars short. She wants to borrow that amount from you. From another transaction, you already owe her \$ 3.50. If you loan her the five dollars, who would owe the other what amount?

(She would owe you \$ 1.50. That is six quarters)

Your 1980 Pontiac Phoenix needs gasoline. In fact, it is on fumes, as they say. Gas is \$ 1.26. a gallon and you need to fill a 13-gallon tank. How much do you need to do this?

(\$ 16.38 will fill the tank. That is 64 quarters, one dime, one nickel, and three pennies.)

You and your date dine at Dimitri's Rendezvous. The bill for this excellent meal is \$32.00. (Again, it is the '80's. Fine dining was less expensive than it is now.) You wish to appear 'classy' and will leave a 20 % tip. How much change does the tip require?

(\$6.40. That is 25 quarters, one dime and one nickel. Change at this point is not considered classy. You might want to leave bills rather than metal.)

Bonus question: If your dinner bill at Dimitri's Rendezvous is \$32.00, how much is the total with a 20 % tip? Calculate the change, but never leave that much metal on a table if you can help it. It simply is not classy.

(\$38.40. That is 152 quarters, one dime and one nickel.)

Knowing about change in times and in operations is important for corrections staff. Ours is a routine vocation that is sometimes punctuated with the desperate need to quickly modify the way we do things. Also, with so many generations in the work place and as correctional clients, we need to be aware of our differences. Below is an article that can be distributed to the class to reinforce these concepts.

THE PARABLE OF THE FORKLIFT

There was once a high-low driver who enjoyed her job very much. She did her job well. On her forklift, she was an artist on the move. As she hauled heavy loads from tangled piles to precarious points, she and her high-low personified poetry in motion.

She manipulates the machine like a well-practiced violinist plays. The high-low was her instrument. Among her skills were her muscle memory and knowledge of the machine's capabilities. She knew its quirks and its power. Above all, she knew the layout of the shop floor. To say that she could navigate blindfolded on the shop floor was not an understatement.

Little did she know that the way she had operated for years was about to change. First, in an effort to economize, the layout of the shop was reconfigured. The routes on which she effortlessly maneuvered her forklift were in no way like they had been.

Also, the older but comfortable forklift was replaced by a smaller one. She was rendered completely ham-handed because the controls were different than her well-seasoned forklift. The play on the steering wheel and brake pedal were so different from what she was used to,

she wondered if she would ever adjust.

In anticipation of change, she was given some new driver training. At first, she thought that this would be beneficial. After all, she had a new machine to acclimate to. But the trainer was unsure and gave contradicting orders while monitoring the practicum. She found that because of the tight controls and nervousness of the trainer, there was too much overcorrection as she drove.

In a word, the training was nerve-racking. She was, in effect, unlearning the finesse and pathways that she developed employed for nearly 2 decades. Matters were made worse by the many subsequent changes to the layout of shop floor. It seems that once the new configuration was in place, no one could go without suggesting a change.

She learned that the only constant in her work life was change itself. The anxiety of the ever-morphing paradigms and are continually retooled skills led into her life home. She became irritable and unpleasant, contrary to her vivacious and gregarious attitude.

One day, she was moving an expensive load. It seemed rather well-balanced on the skids. However, her feeling of equilibrium was displaced by the trainer who yelled instructions contrary to her movements. Because of an over-correction that she made, the high-low lurched. Four things happened:

1. The load fell to the cement floor, breaking all the specialized, expensive parts.
2. During a second of panic, she collided with a support column. The shoddy, little new forklift, far from being the heavy metal model that she was still used to, was now out of commission.
3. She fell during the collision and landed wrong. Trying to brace her fall, she broke her left wrist. Adding insult to this injury, her left hand was her dominant hand.
4. She felt that she was suddenly useless at something which she did so well for so many years.

The high-low driver was hit with many changes from the different angles. Her old, familiar fork lift - her critical tool - was replaced by something unfamiliar and of a light duty design. It is almost like when staff are thrown blind into a new computer system with no instruction.

Her training was not comfortable. The map of the workplace was literally transformed into something alien – sometimes changed twice a week.

Of course, in uncertain economic times, change is more likely to occur. There's no question that this causes stress, especially in an anxiety prone vocation such as corrections. How do we lower the stress and increase safety in the meantime? Here are some things for all of us to reflect on during tumultuous times.

- Immediate change may be necessary. But it takes time for prisoners and staff to absorb these changes.
- Old habits die hard. Long-term, engraved task patterns are hard to undo.
- Shortcuts can make long delays.
- Patient and well-conceived training will go a long way in fostering the success of new changes.
- Safety is always the most important component in corrections.
- When suggestions for change are sought, some may forward ideas in order to make a mark on the process. The suggestion may be based on ego rather than the benefit of overall operations.
- Anxiety is common in times of uncertainty. It is up to the individual to refrain from adding to it.

There were so many dimensions to change. In the end, we are all small parts to large, interconnected whole programs and safety machine. Change is not comfortable – but it is inevitable. Because of this, we must cope in the best way possible.



By Joe Bouchard

Exciting News

As the world around us is changing from what our “regular days” looked like, I am excited to announce the “new look” that will soon be unfolded on our organization’s website



IACTP.org. This was one item that I had high on my agenda since joining the IACTP Organization. Here are a few brief "highlights" of the new website.

- Clean sharp images
- Entirely new with modern functionality
- Newly designed members only section
- Direct links to our social media pages
- New updated Logo

The expected date for the new site to go live is July 15th.

Darryl Smith

Communications Director

IACTP Conference 2019-Omaha, NEBRASKA



Thoughts from our members

Plant a Seed...

By Susan Jones

As correctional trainers, we hope that we are giving each student in our class the tools needed to do their job correctly, professionally, and expertly-for every task. After all, I told them in great detail how to do it and when to do it and even why to do it. So why did they not do it?

The reality is that many times the instruction we provide in a classroom is not absorbed by the students for a variety of reasons. Sometimes they don't think this issue really applies to them. For instance, I was tasked with teaching a professional boundaries course to all new employees. I presented this course so many times that I could do it from memory, and I probably could still do it from memory all these years later. This particular class was very frustrating, because someone in EVERY class would go to work at the facility and do one of the very specific things, I told them not to do. So, I grew more and more frustrated. I adjusted my stance, my tone, my timing, my eye contact. We changed the video, the PowerPoint format or color, and we changed the time of day this course was offered. Even so, someone in EVERY class would go to work at the facility and do one of the very specific things I told them not to do.

Ok, so it must be a personal failing of the instructor, right? Next, we implemented a written test, then gave them an entire copy of the presentation, and then we added the SAME class to the orientation that they had to complete upon entry into the facility. Still, someone in EVERY class would go to work at the facility and do one of the very specific things I told them not to do.

I grew more frustrated...later, as a warden, I still didn't know the answer as to why my employees would do very specific things that I and the trainers, and all their supervisors, had told them not to do. As I continued my duties one day, I was sitting in a warden's meeting that included all the wardens in the state. Some of these wardens had been in my classes. Some of these wardens had been my co-instructors in presenting training.

During this particular meeting, I was talking about the need to get the employee assistance program more involved in a particular issue that was surfacing in many different facilities. As I talked about this option, one of my fellow wardens and former co-instructors asked me to explain what the employee assistance program was and how it worked. I stopped talking. I had to re-group because this particular person was part of the training program in years past that told employees about the employee assistance program.

I probably didn't handle the situation very well – I think I used the word stupid (very inappropriately). Then, when I was driving home from that meeting, I realized that it wasn't the trainer, it wasn't the color of the power point, it wasn't even the timing of the class. Sometimes, it is as simple as the people sitting in front of you are not in a place to hear it. Maybe it is because they don't need it right now and maybe it is because they don't have the experience to understand the full scope of the tools that are presented, but the timing – their timing is not right.

I had to re-think what I thought I knew about training. I realized that imparting skills cannot always be done on a schedule – sometimes it is about planting a seed. The seed can hit fertile ground, or it can hit ground that has not been prepared for it. When the ground is not ready- nothing will take root. Just like that warden who asked me to tell him, again, about the employee assistance program, all those years later – he didn't need the information before, so it didn't take root.

As I acclimated myself to this new found knowledge, I received a phone call from my daughter who had just relocated to Kentucky. She was asking me about how to plant cucumbers. I knew this answer, as it applied to my garden plot in a semi-arid part of the country, but I didn't really know the answer for her in Kentucky. I finally told her to just stand on her porch and throw the seeds out in the general area of where she wanted the cucumbers to grow. You know what? They grew! The ground surrounding her new home was fertile and just about anything would grow with little effort, or it could have been luck, or timing.

I realized that the forces at play in her cucumber patch were similar to those in play in my classrooms. Sometimes the foundation is laid to take in all that the trainer is providing and sometimes it is good timing-they need the information right now, and sometimes I guess it is luck.

The Complex Role of the Corrections Professional in the 21st Century

By Lawrence P. Dail, Deputy Commissioner
Training & Development, NYC DOC

In my presentation to the NYC Board of Corrections last month, I explained the work of our Correction Academy as preparing our uniformed and non-uniformed personnel to manage 21st Century jails. Much of our work today is in response to the national trend toward detainee and inmate rehabilitation, which has resulted in a highly complex role for our uniformed personnel who are balancing safety and security responsibilities along with (what are known as) the “helping skills” needed to reduce recidivism.

Dr. Caterina Spinaris explains the situation as “...the criminal justice pendulum has swung towards more re-entry efforts and away from sheer containment, and since [Correction Officers] are the staff that offenders interact with the most, [their] job description has expanded.”

The Correction Professional’s dual role is expected to be carried out in a context where the potential for violence and manipulation is ever present; staff may be assaulted at work, witness violence against others, or subject to verbal assaults on a regular basis (Spinaris, 2018). Spinaris explains that the possibility of violence and/or manipulation can result in staff feeling apprehensive around offenders and wanting to reduce their exposure to these dangers by maintaining their distance.

Human beings are hard-wired with a freeze, fight or flight response system; neurologically-speaking, when we encounter negative situations our middle brains make rapid decisions based on prior similar experiences and we typically respond in one of three ways. We may freeze in place in that moment (perhaps we are unclear of what is happening in front of us, and don’t know how to respond), fight the adversary in front of us (whether in our best interest or not, in the moment we may jump immediately into action defending ourselves), or escape the situation as quickly as possible (flee to a safer environment) (Riley, Van Horne, 2014).

Asking Correction Professionals to put their physiological and psychological reactions aside, and to be impartially and objectively available to offenders in a helping role, is a very complex matter – yet it is exactly what the NYC community needs us to do.

Stats shared during TEAMS on January 30, 2020, note that 18% of our 5,527 persons in custody were SRG affiliated, 31% classified as high custody, and 44% diagnosed with mental illness. One aspect of Bail Reform will be a reduction in our overall census, another is the potential increase in these particular populations.

The Norwegian Correctional System (NCS) has been working on this very thing for more than 20 years and have taken dual approaches; they've developed a range of unique Defensive Tactics to be deployed when situations go from bad to worse, and they have positioned conversation skills as an important ingredient in their security practice.

The NCS Correction Academy trains Officers and supervisors to build rapport with inmates and detainees on an ongoing basis in an effort to capture "data" – learn as much about each person in custody as possible, learn what motivates them and what annoys them, understand what's going on in the house at any given time, gather intel about fights or other situations that may be in the planning stages.

The NYC DOC Correction Academy's responsibility is to teach and train MOS how to perform effectively in the 21st Century corrections environment, and to teach and train supervisors to support the MOS in the work; we believe this involves an enhanced focused on situational awareness, critical thinking, and decision-making training. All of which can be started in the classroom, or thru online modules, but which ultimately needs to be taught thru simulations; actual live practice to make sure our Officers and supervisors are building the proper internal response mechanisms so that everyone is working in a safe environment, and that everyone goes home safe after the tour.

Keep an eye out for In Service and Professional Development courses that focus on these practices.

Riley, J.A., and Van Horne, P. (2014). *Left of Bang: How the Marine Corps' Combat Hunter Program Can Save Your Life*, Black Irish Books (publisher).

Spinaris, C. (2018). *The Burden of Job Role Complexities*, Correctional Oasis, a publication of Desert Waters Correctional Outreach, Vol 15, Issue 3.

The Academy has all the Answers...

By Darryl Smith,

Is that really true? Does the “ACADEMY” hold all of the answers? Well I think we can all agree that is not a completely true statement. The same can be said for any institution of training or education. They are good at what they do but they do not and could not possibly provide new staff all of the answers they could need.

The role of the Academy is to provide the basic information needed to function as a new officer, a foundation to build on. Think back to that time for yourself. We all went through it. We know when we graduated, we had the confidence that we could do the job sufficiently and effectively. Then, slowly as we worked our first couple of shifts, we realized we did not know all we needed, there were definitely some gaps.

How did you fill those gaps? Well, either you watched someone else in a role as their shadow, as an “on the job trainee” (OJT), or you asked questions, and for some of us it was a lot of questions.

On the job is where and when the true learning begins. Yes, at the Academy you learn the right way to do things, the curriculum covers all of the laws, policies and procedures, and what to do in certain situations. But, until you are actually in that situation, by yourself, do you truly learn how to handle it.

The Academy provides the guidelines on what the law says, and what the departments’ policies say, but then you are the one running this unit of 60, 80, or 100 convicted felons. You have to perform, you have to make the right choices, say the right things, and say them in a way that will get a positive response.

How do you know what that is? That is when all of your training and OJT work experiences come together. This is the point when all of your Academy training and the guidance and influence of those who you have worked with during your first few weeks /months will be useful. Those you have previously worked with do have so much more influence on you. The way they run the unit, do the count, speak to the convicts, etc. You have been taking it all in and processing it.

As you see other officers operate, you will use what you see and hear, to shape how you will respond, and mold what kind of an officer you will be. If your co-workers do not give you good examples to follow and learn from; what effect will that have on you?

The Academy is a place of learning, a safe environment to learn the basics, the solid foundation needed for the job. Sometimes the focus is not on the “how to do things” as much as the “why” we should do things a certain way. The how can be different from institution to institution. That is why it is extremely important, no its imperative that senior staff show new staff the proper ways of “How” to do the job. If you do not tell them or show them the right way, they will probably get it wrong. And if they do get it wrong, is it really their fault or the fault of “the Academy”?

We have all heard the statement, “Forget what you learned at the academy”

We actually don’t want them to forget it, but we need them to understand that the academy’s focus is more about “the why”, which is very important, so don’t you forget it. But the next step is they have to understand how the why is applied in an actual prison environment.

At the end of the first year, each new officer feels confident they have made it this far and learned “everything they need to know.” As senior staff, we also know that is not entirely true, they will continue to learn more as time passes as they continue to work. Each year, new situations bring new experiences for each officer to grow and learn.

Remember, to properly train a new officer takes everyone’s involvement. That training process continues to develop for years. They were only at the Academy for a few weeks. So, where does the real training take place? As senior officers you must take the time to show them. Answer their questions, honestly. Guide them, support them, and correct their mistakes.

The Academy does not have all the answers, they simply provide the necessary foundation, the why.

Good officers are trained and developed by good officers. Be a part of something great, make a difference, help to develop the next generation of good officers, and lead by positive example. Your actions could help to make the job safer for all.

2020 IACTP WEBINARS

Stressed Out: Strategies for Living and Working in Corrections

Wednesday, September 9, 2020

1:00-2:00pm ET

Presenter: Gary Cornelius, Lt. Deputy Sheriff, Retired, Fairfax County (VA) Office of the Sheriff, Adjunct Faculty: George Mason University

Growth Mindset for Excellence Professionally and Personally

Wednesday, December 9, 2020

1:00-2:00pm ET

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



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
Elizabeth.Kreger@odrc.state.oh.us

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 859-335-4200
and speak with Michael Jones.

WATCH YOUR EMAIL FOR BOARD OF DIRECTORS NOMINATIONS

Unlock Your Potential as a Corrections Officer,

The Keys to Inmate Management

By Lt. Gary F. Cornelius (ret.)

After working inside a large urban county jail for 27 plus years, I learned a few 'tricks of the trade'. In my in-service trainings, I see that veteran corrections officers (COs) all agree that this job teaches you two things. First, you interact with every type of person represented in society. Concerning inmates, you deal with the strong, the weak, the loud, the quiet, the fearful, the hard core and the mentally ill. You deal with first time offenders, veteran, hard-core 'frequent fliers', and surprisingly, inmates who want to change their lives and get out. (Yes-some inmates DO want to re-enter society as law-abiding citizens). Second, with all of these groups, behaviors and personalities, you do learn ways to handle them, defuse arguments, calm them down, and so on.

The methods of people management that you pick up along the road of your career builds confidence. You learn to use your head and think, before you speak. However, I am not naïve. You may have a plan to calmly handle a situation with an inmate, but some inmates become so angry and volatile that your best intentions will not work.

You learn early on that you, as a CO are outnumbered. This is a harsh fact in corrections. There will always be more inmates than staff. Therefore-we have to work 'smarter, not harder'. Sometimes force is necessary to protect yourself, protect inmates, protect staff, prevent escape, prevent damage to facility property, to gain compliance with staff orders and to safely restrain violent, out of control inmates. These inmates include the mentally ill.

In my post retirement career as a trainer and author, I am pleased that more than in years past, there are many materials and resources available to new and veteran COs. Books, blogs, webinars, correctional organization websites and up to date academy basic and in-service classes can help COs maintain professionalism. I call this 'The Golden Age of Corrections'.

One of the good resources I have discovered is a book by retired New York City Corrections Officer Larone Koonce. As a 20-year veteran, he writes about the techniques he applied throughout his career to handle inmates. The book that I highly recommend is *Corrections Officer's Guide to Understanding Inmates: The 44 Keys to Power, Control and Respect* (Koonce Publishing, 2012). These forty-four keys make a lot of sense. Many are what we have heard about, used and seen in our careers. In the interest of brevity, I would like to discuss several:

- *Use Your Instincts:* Even though we live and work in the age of technology, we, as humans, still have instincts. Technology can make your job as a CO easier but does not show or tell all that is going on. Animals have instincts, and humans do as well. Instincts are an 'early warning system', alerting you to danger. Always trust how you feel, relying on your experience and training. When you walk into a housing unit, through your instincts you

may get the sense that there is tension. An inmate who is usually friendly averts his gaze. It becomes quiet. Even though the unit camera portrays a calm unit, your instinct or 'gut' may be telling you something else is going on. Be prepared and be safe. Do not rely solely on a computer screen-trust your gut.

- *Make alliances with your supervisors:* Your immediate supervisor is a lifeline in situations where you need guidance, clarification and support. Supervisors can do things to ensure your safety when you are in danger. In corrections, you may not like your supervisors very much. No one is asking you to. We all have our opinions. You may think that Sergeant ___ is too strict, or Lieutenant ___ is too much by the book, or Captain ___ is too much in a hurry. However, supervisors are duty bound to help you and to support you in getting the job done. That is why they were promoted. They are *not* your enemy. If a CO does not have good, positive working relationships with his or her supervisors, several things usually happen. First, the CO will become isolated. When that happens, the CO will be vulnerable to the inmates. In addition, believe me-inmates *know* the dynamics of a squad. They know that there is friction, or maybe some staff disrespect to the supervisor. They-the inmates- will be *so supportive!* They will 'side' with you and be your new best friends. Do not talk badly about your supervisors-or about anyone on the jail staff to inmates. Inmates will manipulate to their advantage any 'drama or division' in the ranks-and try to talk you into bending the rules or looking the other way. Your supervisor may not be your favorite person to work with, but a professional relationship, working together and mutual support keep inmate manipulators at bay. Finally, I tell my classes the two best words to use to guard against the manipulator are 'SHUT UP!' Staff gossip and rumors are heard and transmitted by the inmate 'Wi-Fi' network, and they will try to sow dissension. Inmate 'ears' are everywhere.
- *Do not antagonize the inmates-when things are going your way:* I tell my classes that they work inside a building, outnumbered by residents (inmates) that do not want to be there, may be angry that they are there, and will try to circumvent your authority by a variety of means. Some of these means are subtle and 'sneaky' and some are loud and vocal. Inmates are stressed out; their lives are in turmoil. You give orders and most of the time inmates comply-even though they may be upset or disagreeable. Inmates may talk back to you. However, if your order is obeyed, do not make things more tense by insulting him or antagonizing the inmate. Remember that you go home after every shift-and the inmates have to stay there. *You win!*
- *Know Your Inmates, like you know the fish in your aquarium:* Koonce compares the jail and prison environment to an aquarium-a closed environment. Like fish in the aquarium, jail inmates come in all races, sizes, personalities, behaviors and criminal backgrounds. Some inmates congregate in groups, and some are loners. When getting to know inmates, you discover that any changes in their demeanor or behavior may be indicative of a problem. For example, an inmate who acts social, upbeat and normal is observed talking to himself, crying, or just sits and stares. Could he be depressed-and suicidal? Could he be having a mental breakdown? By knowing the inmates, you will most likely know if there is a problem and can take action.

- *Lead Like Dorothy: The Wizard of Oz Analogy:* Dorothy was in a tight spot-she had to see the Wizard of Oz in order to get back home to Kansas. Along the way, she enlisted the help of the Scarecrow, the Cowardly Lion and the Tin Man. She allied herself with them and convinced them that it was in their best interests to follow her. The Scarecrow could get his brain, the Tin Man could get his heart and the Cowardly Lion could find courage-if they went along with Dorothy. You, the CO can be like Dorothy-convincing the inmates that it is in their best interests to follow what you say. This is a form of inspiration. You will not get inmates to follow you by insulting them, threatening them or speaking to them in a condescending manner. However, there are times in corrections that you have to 'spell it out' for the inmates-and make it clear of consequences they face if they do not do what you say. Not all inmates are cooperative. Usually, the art of persuasion does work well.
- *Control Your Temper:* Correctional facilities are tense places. Presently, we are dealing with the CO-VID 19 pandemic, and more recently, racial tension and protests of police brutality due to the death of George Floyd. The inmates know the news about these issues-they watch television news. They may use these issues to 'push your buttons', accusing you of racism and not keeping them safe from the CO-VID 19 virus. The best thing, according to Koonce, is to not report for duty angry, stressed out and high-tempered. Think of your temper level as one (lowest) to ten (highest). If you assume your post at level 5, 6 or higher, any negative inmate actions will probably set you off. If your level is one or two, you are calmer-and that works better in resolving situations. Moreover, never forget-many inmates *love* to 'set you off'. It is entertainment for them. Do not let your temper flare; keep calm. If you do not, you will escalate a situation. Second, you will lose control of yourself. Working as a CO means you stay in control.

Working in corrections is tough-and you are a people manager. Managers carry keys-I hope that you will use these on your key ring.

Reference:

Koonce, Larone. (2012). *Correction Officer's Guide to Understanding Inmates: The Forty-Four Keys to Power, Control and Respect*. Atlanta, GA: Koonce Publishing.

YESTERDAY IN IACTP

Reach NIC Via the “Information Highway!”

by Ida Halasz The Journal of Correctional Training Summer edition 1997

Technology is changing and will continue to alter training. One of the most-quickly adopted technologies, the Internet, is changing training in organizations around the world. The National Institute of Corrections, like many other organizations, is finding the Internet an ideal way to communicate with corrections professionals nationally. If your agency isn't already communicating and researching information via the “Information Highway”, be prepared not only to use it yourself, but also to develop training programs for your staff. This technology is in its infancy—there will be many new developments that will make it practically impossible not to be connected as correctional agencies increasingly improve their operations through use of the Internet...

How true this is... I pick this article for this quarter's “Yesteryear” portion of our journal because I wanted to talk to you about what Missouri was forced to do, as I know all of you were too, when the crisis of COVID 19 hit us.

We started by separating our Academy recruits into smaller classes within their regions and was having instructors travel to them to practice social distancing. However, this was just a start... We are launching a full fledge re-write and schedule of our curriculum starting July 1, 2020. With this re-write, we have intertwined LinkedIn learning, our own self-paced learning; Virtual Instructor led training and some in-seat training to maximize the use of our technology.

This allowed us to cut a tremendous amount of travel and lodging while still allowing some social interacting while practicing social distancing. This has been a challenge for us, as I know it has been for many of you. If these changes would assist you and you would like further information please contact me at shelly.carson@doc.mo.gov and I would be happy to answer any of your questions.

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:

<http://www.iactp.org>

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

If you change
Nothing,
nothing will
change.

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 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 (IACP) Awards of Excellence



Please submit nominations for the 2020 IACP 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 IACP President for outstanding contribution to the Association and/or the field of correctional training.

INTERNATIONAL ASSOCIATION OF CORRECTIONAL TRAINING PERSONNEL (IACP) 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 IACP 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 IACP Conference during the Awards Banquet. The recipient will be expected and be allotted the following:

- Receive an Award.
- Receive a 1-year membership to IACP, 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 IACP. 2020's conference will be held in Portland, Maine from September 22-25, 2020.