



**IACTP**  
INTERNATIONAL ASSOCIATION OF  
CORRECTIONAL TRAINING PERSONNEL

# The Correctional Trainer

**Spring 2021**



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# President's Address

## Greetings IACTP members,

Sitting here thinking of what I want to say to all of our members has been a difficult task. I want to be upbeat and give you some fabulous training encouragement, but with what is happening Nationwide gives me pause. I am happy that it appears we are winning against Covid-19 and that perhaps the country can return to somewhat normal conditions now. Perhaps you will be allowed to return to the classroom or have already figured out a better way of doing business. Working from home has certainly forced us to learn new skills and apply them to our trade.

Hearing and seeing what is happening to our fellow African Americans and Asian populations is still staggering. Thinking of Equity, Diversity and Inclusion is something we can no longer stand by and do, we have to do the work, not just be made aware of it. This is a turning point for me, and I've decided "No More", "No excuses", "Never again" will I just be aware of issues, never again will I settle for less. I will work, I will ask, I will learn, and I will apply training information I receive and or research on my own. I will be a role model and I will assist in knocking down barriers for others. There are many cultures that need our help that need us to take a stand for them and not expect them to solve the issues that we have created for them. With that said, I would love to see what EDI (Equity, Diversity, and Inclusion) trainings all of you are working on. Perhaps we can pull together and collaborate on these important topics and roll out a training track at one of our conferences. At a minimum it would be nice to add to our Training site that we share with our members. If you are interested in this idea, please submit your thoughts, lesson plans, etc. to [iactp.org](http://iactp.org).

The board was really hoping to have an in-person conference this year but decided there were still too many unknowns. We weren't sure if you would be allowed to travel or how much hotels would limit the seating for everyone, on top of other issues. It just seemed prudent to go with the virtual conference again this year and we hope you will join us on October 13, 2021. Our President Elect, Beth Kreger is lining up a great event for all of you. The theme is I4 (that's the letter I and a 4)

- **Inspire** others to explore opportunities out of our comfort zone
- **Integrate** our current best practices into our "new normal"
- **Innovate** by creating new ways to connect with our customers/staff
- **Interact** by creating and maintaining professional relationships to continue to share ideas and best practices

Stay safe everyone!



Trish Signor, President

International Association of Correctional Training Personnel



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# THE PRESIDENT-ELECT'S CORNER

Happy Spring!

It's hard to believe that it has been over a year since COVID struck. While the last year has been unpredictable in many aspects, one thing that remains predictable is that IACTP remains committed to YOU.

The annual conference will be conducted virtually this year. We will “gather” on October 13, 2021. Additional details are outlined on page 8.

The new “normal” has forced us to interact with our family, friends, and colleagues in a different manner. Interaction is imperative to building and maintaining relationships. The conference will provide you with many opportunities to interact formally and informally with other correctional training professionals, vendors, and the Board of Directors.

As we continue to move forward, we have been challenged to be innovative and create new ways inspire our colleagues. While this may seem overwhelming or an unsurmountable task, it really is an exciting time in the professional development world. We can “re-do” or re-create how we integrate our professional development needs into our new employee training, in-service and other training we create and deliver.

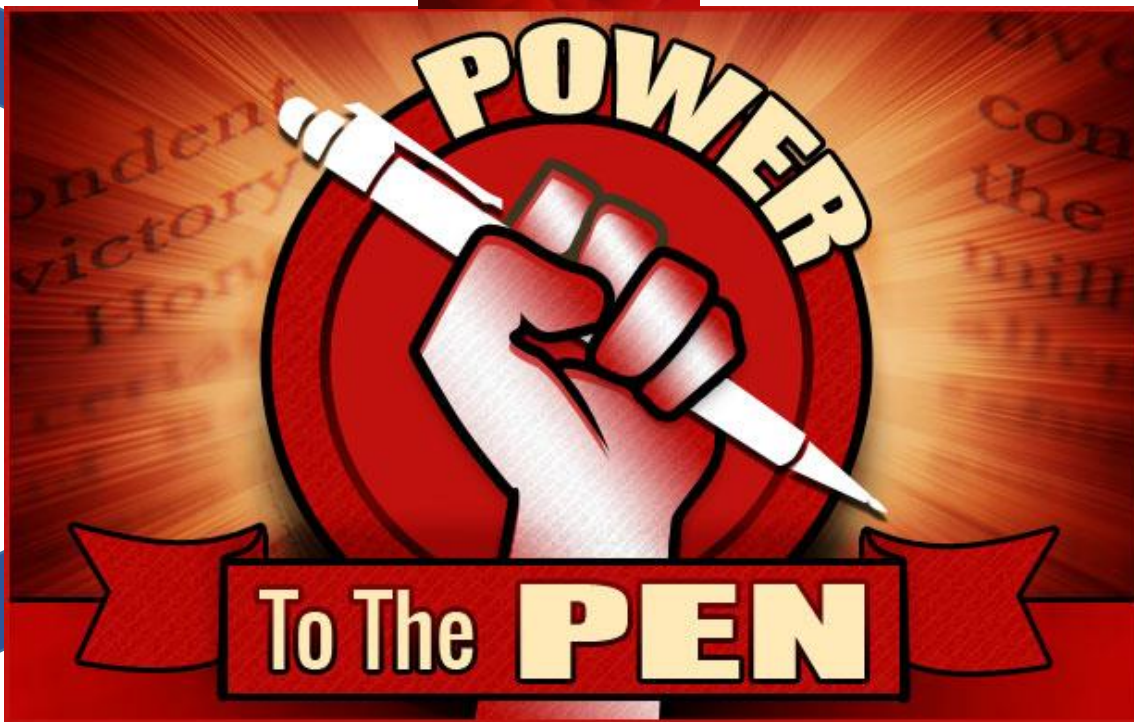
Please join us for this great opportunity to Inspire, Integrate, Innovate, and Interact in our “new normal”.

Elizabeth Kreger

President Elect



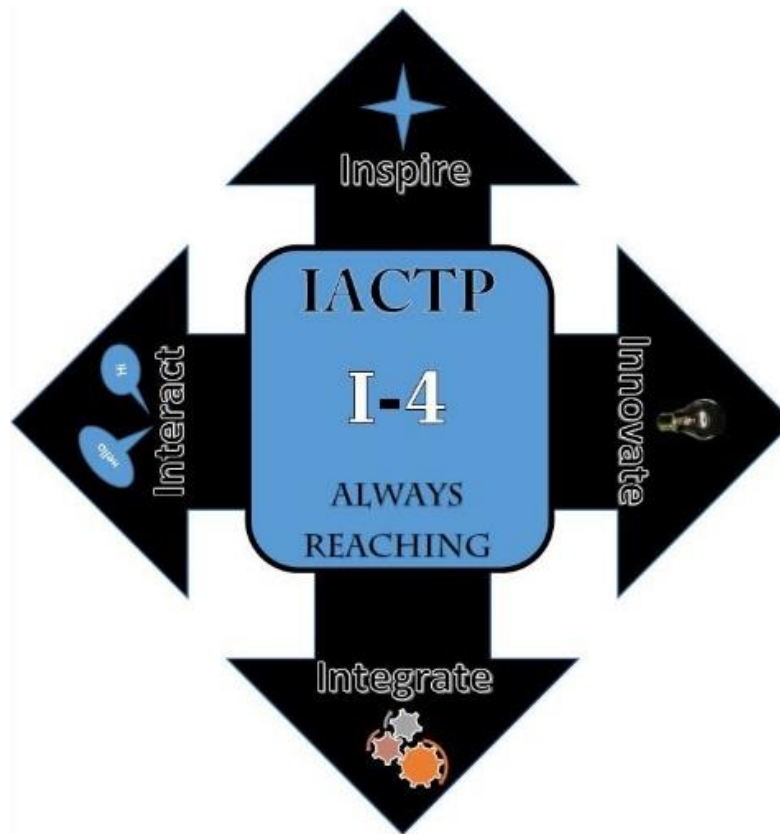




We at **IACTP** want to hear from you. We are asking for you to share your stories, techniques and experiences with other correctional training personnel. All members are welcome and encouraged to write an article for The Correctional Trainer. This is a great way to learn from each other. Tell us how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

Articles can be sent directly to the Editor Darryl Smith  
[JD9199@yahoo.com](mailto:JD9199@yahoo.com)

**Thank you!!**



## 2021 National Training and Performance Conference

**I4: Inspire • Integrate • Innovate • Interact**

**Tuesday, October 12, and Wednesday, October 13, 2021**

IACTP Members and Friends:

This year, IACTP, in partnership with the National Institute of Corrections, will host a virtual national conference focused on the theme of I4:

- **Inspire** others to explore opportunities out of our comfort zone
- **Integrate** our current best practices into our “new normal”
- **Innovate** by creating new ways to connect with our customers/staff
- **Interact** by creating and maintaining professional relationships to continue to share ideas and best practices

Please join us on Tuesday and Wednesday, October 12-13, 2021 for two days of training and information sharing that you can incorporate into your agency’s training plans. IACTP hopes to provide quality and timely training; this event promises to be both, so don’t miss it. Registration opening soon.



**TUESDAY, OCTOBER 12, 2021 1:00 pm – 4:00 pm (EST).**

### **Pre-Conference Workshop**

Understanding the World of Corrections, So You Can Be More Effective: A Panel Discussion with the Tier Talk Experts.

Join us as Anthony Gangi and a panel of correctional experts discuss different topics related to what's trending in corrections. This panel discussion is highly interactive and will cover topics that include correctional leadership, inmate manipulation, and bridging the gap between civilians and custody. Moderated by Anthony Gangi, Assistant Superintendent for State Corrections joined by panelists: Russell Hamilton, Gary York, Luis Soto, Connie Alleyne, and William Young.

### **WEDNESDAY, OCTOBER 13, 2021**

- 10:00 am – 11:00 am President's Welcome/Keynote
- 11:00 am – 12:30 pm CONCURRENT WORKSHOPS
  - #1 – Virtual Training Platforms – Tips to Ensure Transfer of Learning
  - #2 – Are You Really Teaching Emotional Intelligence: Didactic vs. Immersive Experiential Models
- 12:45 pm – 2:15 pm CONCURRENT WORKSHOPS
  - #3 – Conducting Gender-Specific and Trauma- Responsive Programming in a Virtual Environment
  - #4 – Best of Both Worlds: The Neuroscience of Emotions and Behaviors (Part 1)
- 2:15 pm – 2:45pm Lunch
- 2:45 pm – 4:15 pm CONCURRENT WORKSHOPS
  - #5 – Best of Both Worlds: The Neuroscience of Emotions and Behaviors (Part 2)
  - #6 – Tips for the Corrections Trainer: What I Have Learned in 35 years
- 4:15pm – 4:30pm Break
- 4:30pm – 6:00pm CONCURRENT WORKSHOPS
  - #7 – State Training Partnerships with Colleges/Universities
  - #8 – Staff Wellness and Dynamic Security: Training for Better Health and Better Outcomes

# 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

# **Leveraging an LMS to Enhance Officer Skill-Building**

by: L. Patrick Dail, CPLP  
Deputy Commissioner, Training & Development  
NYC Department of Correction

I imagine you would agree that in our line of work, it is pretty common that as soon as we establish a new goal, a range of challenges will present themselves. For example, as the educators in our organizations, our primary goals are related to providing custody staff with skill and knowledge-building opportunities to guarantee that they have a clear understanding of what it is we expect of them on the job, and the capabilities they need in order to perform safely and effectively. Yet, staffing shortages, overtime caps, and lately the complications from managing in the COVID-19 era, all conspire to limit the availability of staff to participate in training.

Case in point: at the New York City Department of Correction (NYC DOC), Correction Officers (CO's) are required to participate in seven annual compliance courses, and an additional nine other compliance courses every two years. Next, consider the courses we are rolling out in support of Commissioner Cynthia Brann's culture change efforts which include the adoption of the Unit Management practice across the Department. Just as importantly, we have developed new courses to support Chief of Department, Hazel Jennings', vision for enhanced safety and security in our facilities, including the roll out of Body Worn Camera equipment and the transition to a Polycarbon Baton. With 8,167 Correction Officers across the organization, you can see how complicated it becomes to coordinate all of these training experiences, let alone getting all of our personnel off of their posts for the needed classroom time.

At NYC DOC, our ability to meet all of these training and development goals will be mightily enhanced when we roll out our Learning Management System (LMS) this Winter. LMS' are a technology platform public, for-profit and not-for-profit organizations utilize to deploy online, self-paced courses, and to track all training activity staff participate in. Previously, our training activity data was stored in a range of excel and access databases; as of June 2020, it is all centralized in a single system. I am sure you can appreciate the benefit of being able to generate a training activity report within moments of loading a couple parameters such as date range and rank. Or the value to our employees in their ability to pull their own, unique transcript of all courses taken while employed with the Department, all at a moment's notice.

For the NYC DOC, our LMS presents a tremendous opportunity not just for data reporting purposes, but even more importantly it will enhance training efficiency while maximizing COs continued development as safety professionals in the classroom itself.

Our strategy is straight-forward; transition some of the annual and biannual compliance courses our staff participate in an online, self-paced module format, and utilize the available classroom time for expanded coursework on new, conceptual courses which require opportunities for employees to talk thru and discuss the material, as well as

more Defensive Tactics and related trainings that just will not translate to an online format effectively.

For much of my career I have been a proponent of online learning, and not just for efficiency sake. Virtual learning has entered its golden age; there is a growing field of research that shows well-designed, interactive online courses which incorporate video, audio, gamification and quizzes can result in an enhanced level of understanding.

In 1998 and 1999, the initial research studies on the value of learning and level of knowledge retention in online courses vs. traditional classroom sessions showed "no significant difference" in learning outcomes. Over the subsequent decades, through intelligent course design, and the inclusion of mixed media such as video clips, quizzes, and other functionality, outcomes for online learning experiences surpassed those for traditional classroom learning. In 2009, the U.S. Department of Education released a major study which found that college students who took all or part of their classes online performed better, on average, in exams than those taking the same course through traditional face-to-face instruction. Meta analyses released in 2015 show that full-time employees in the workforce who participate in well-constructed online modules demonstrate a higher level of engagement in their courses as well as higher-order thinking in their subsequent work performance.

There are a couple success factors we need to keep in mind as we embrace online learning within our training operations:

- Be conscientious about "which" classes you transition to online. I could not image, for example, report writing effectively facilitated as an online learning experience for our COs, or de-escalation skills training which benefits from an interactive role-play dynamic. Some topics need to remain in the classroom – but topics that involve rote thinking, or reinforcement of process or rationale, may be appropriate in an online format.
- Make the modules dynamic by including attractive, relevant graphics, video and audio, which all serve to keep the learner engaged. One bland, heavy text screen after another will not engage your audience.
- Incorporate a path and make sure the learner knows where they are on that path, as well as what is coming up next, throughout the lesson.
- Include "quiz" questions, customarily referred to as "knowledge checks." These allow you to check in and confirm the participant "gets it," or they can return to the prior section for a review. Neuroscience research is indicating that quiz and test activities are excellent learning practices in that the action of coming up with the answer to the question at hand requires the learner to sort thru their knowledge base to confirm or clarify it what they know, and in the process prioritize it.
- Provide a supportive learning environment to make sure the learners do not feel as though they've just been thrown out there on their own. At NYC DOC, we renovated an area within a decommissioned facility and established a learning center featuring multiple computer labs and classrooms, and most importantly the space includes support staff who help our COs log on and navigate thru the lessons as needed.

One of the most exciting aspects of leveraging an LMS as a strategic tool in our organization, for me, has been the launch of what we call “Blended Block.” We had traditionally offered our annual Workplace Violence Prevention, PREA bi-annual refresher, and annual Infectious Disease courses as 2-3 hour classroom modules, and bundled them together to create a full-day In Service compliance training experience – this was called “Block Training.” Through intelligent design, our 2 hour modules have been re-introduced as 45 min online, self-paced modules, which we bundle together for a ½ day of training. Then the staff head off for meal break, and when they return they participate in a classroom session on Interpersonal Communication skills, or report writing, or Defensive Tactics. The staff participate in two different training formats in a given day, online and in-classroom, thus the “blend.” They cover a range of important content AND enjoy the social aspects of peer-to-peer learning as part of their day.

We are all at different places in the evolution of our training operations, and leveraging an LMS certainly takes an investment - in procuring the system, customizing it to your needs, and transitioning classroom-based content to an online format, etc., much of which relies on external consultant support. Yet, the upfront costs will, ultimately, show up as ROI in the time you are able to dedicate to employee development; you will realize a “face time” for those topics the staff needs as hands-on, in-person in order to learn and put into practice effectively.

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

**BENJAMIN FRANKLIN**



## **Request from President Trish Signor**

Thinking of Equity, Diversity and Inclusion is something we can no longer stand by and do, we have to do the work, not just be made aware of it.

This is a turning point for me, and I've decided "No More", "No excuses", "Never again" will I just be aware of issues, never again will I settle for less.

I will work, I will ask, I will learn, and I will apply training information I receive and or research on my own.

I will be a role model and I will assist in knocking down barriers for others.

There are many cultures that need our help that need us to take a stand for them and not expect them to solve the issues that we have created for them.

With that said, I would love to see what EDI (Equity, Diversity, and Inclusion) trainings all of you are working on. Perhaps we can pull together and collaborate on these important topics and roll out a training track at one of our conferences. At a minimum it would be nice to add to our Training site that we share with our members.

If you are interested in this idea, please submit your thoughts, lesson plans, etc. to IACTP at [iactpc@gmail.com](mailto:iactpc@gmail.com)



# Our Sponsors





Just for Fun!!!!

Can you survive in

the library?



By Joe Bouchard

This icebreaker can be done via zoom or in the classroom.

Over the course of 2020, we have all experienced some form of social lockdown. In many ways, corrections staff are better suited than others to adapt. They understand and live mandated policies. Also, corrections staff are resourceful and can find many uses for common things. Furthermore, corrections staff are adept at planning and analyzing.

You and one colleague just happen to get locked in your institution's Library over the weekend (From 8 pm on Friday through 7 am on the following Monday.)

- You have all things that currently exist in the library but cannot leave that area.
- **Never mind the details of it**, you cannot get out until 7 am on Monday. Imagine that the physical barriers are in place that would prohibit you from leaving library.
- You can ask the facilitator for an inventory of the room to help you survive the weekend lock-in. Yes, there is the desk phone and the desk computer.

- **This is not an escape room scenario.** Disregard how you could find a way out before Monday at 7 am. In this scenario, it is about which 3 items you choose to materialize in the library to cope with the physical isolation of the scenario and inability to move from the room
- Again, there is no escape from this room until 7 am Monday. What three items would you have materialized?
  1. Ask one person: What three items would you have materialized?
  2. Let that person list the three items necessary for survival in the library.
  3. Allow that person to *volun-tell* someone on the zoom call or in the classroom to list the three items that they would like to materialize during the 59 hours of isolation.
  4. Repeat a few times to get a feel for the exercise.
  5. The facilitator may list a few things to get the ball rolling.
  6. Note if the items sent in under this hypothetical situation are normally forbidden as contraband.

ENJOY YOUR 59 HOUR VISIT TO THE INSTITUTION'S LIBRARY!

## THE CANDY DISH

By Joe Bouchard

Have you ever heard of the bait pile? In terms of job fairs, the vendor areas of conferences or your desk, this is likely to be a critical tool. The bait pile may also be called the candy dish. It is a small enticement to draw others to your area so that you may offer information or assistance.



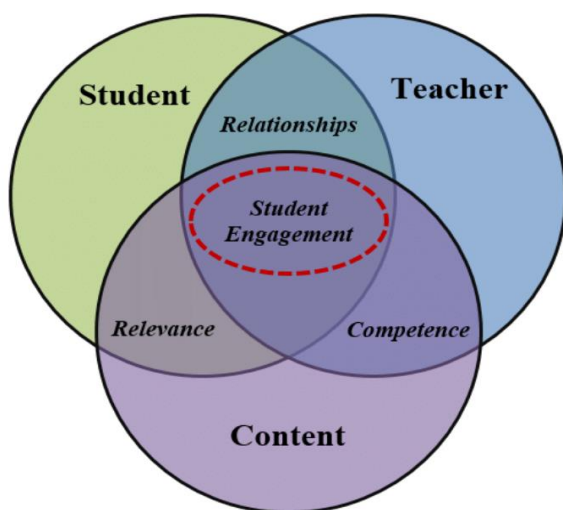
What does one put in a candy dish? The obvious answer is candy. However, I would modify that statement with an assortment of candy. This will draw a larger audience, as opposed to the sole offering of a classic such as chocolate kisses. Some simply do not care for the chocolate kisses, limiting potential customers.

Clearly, people have preferences. It is true that an assortment of mini candy bars will diminish unevenly as the day goes on. I find that the Mr. Goodbar is depleted first, and the Dark Chocolate generally is the last item in the bowl. So, in consideration of classroom exercises, I hope that you, as a corrections trainer, can offer exercises that most consider appealing. Also, I hope that you try something that is not an obvious preference. What may be less than appealing may grow on you. So, delve into IACTP's many resources and think about your icebreakers version of a candy bowl.

When you find yourself assessing different classroom exercises, always remember the idea of the candy bowl.

- Not everyone likes the same thing
- Some will be reluctant to reach into the bowl
- Others may grouse because the contents are not exactly as they wish or have experienced before
- Many will not even reach for the contents of the bowl unless someone else partakes
- When the bowl is empty, it may be your responsibility to refill, especially if participants are used to a full bowl
- Always check up the chain of command to see if you may offer a bowl of treats or to what degree

In the end, you cannot please everyone with whatever exercises you offer to a group. But, the goal is to augment the main training and keep the information interesting. May all your training endeavors be sweet and satisfying!



By Joe Bouchard

# TRAINING AND CERTIFICATION NEWS

Thank you to all those who responded to the Trainer Certification Program Survey.

As promised, listed below are the results of the survey.

## **RESULTS OF SURVEY REGARDING TRAINER CERTIFICATION PROGRAM**

Approximately 44 people responded to the survey. Of those responding, about half of them seemed to be unaware of the IACTP/AJA Trainer Certification Program.

Approximately half stated that their agencies required some type of certification process, ranging from several hours of instruction to a 14 day course.

A number required POST or NIC certification T4T courses.

### **Pros for having the program included benefits such as:**

Networking, continuous skill development, training would be similar state to state, could be certified to teach in other states, transferability, recognition, open doors to other opportunities, distinguish between acceptable, competent and highly competent instructors, professionalism, pick up new skills, access to other professionals, agency knows quality of their trainers, meeting national standards, sense of accomplishment, promotes the profession, recognition among peers, extra liability protection, lifelong learning, national awareness of training, opportunity to have your training recognized outside your agency, updating training, standardized skills and knowledge.

### **Cons for discontinuing program include:**

Cost and travel, wardens just want bodies, training is an afterthought, hard to demonstrate classroom and physical skills, agency may not support, corrections based, time, no professionalism, expensive and not reimbursed, inability to have material adjusted, ASTD is universal, doesn't include agency or state info.

Over half of the respondents were interested in participating in the program.

Suggested costs for the program were \$0 to \$2500. 33 amounts were suggested. The average amount was \$200.



23 people volunteered to work on the Training Certification program.

Kathy Mickle-Askin and I did a Zoom meeting with Kim Eichelberger, the individuals in charge of AJA'S Certifications Programs, along with several other AJA staff to include the AJA President, and Executive Director to name a few.

We discussed the current state of the programs, the issues it is having, past issues and potential solutions. I explained we were awaiting results of our survey. We did discuss the biggest issue that appeared to be cost. AJA was planning to discuss with their Board at their next meeting and would get back to us.

These results were presented to the IACTP Board at its April 7, 2021 meeting. Our discussion and decisions were forwarded to AJA and more information will be forthcoming.

A second survey was sent out soliciting topics that our membership would like to see presented at our Conferences and webinars. We also requested members let us know if they would be interested in presenting for IACTP.

We received a limited number of responses. Please feel free to contact me directly if you have any suggestions for topics or if you are interested in presenting for IACTP. If you are interested in presenting, I will need your name, email address, phone number and top three courses you have expertise in presenting.

You can email me directly at [terrystat@verizon.net](mailto:terrystat@verizon.net)

Thank you for participating and I look forward to hearing from you.

Terry Satterfield, Training & Certifications Director



# Thoughts from our members

## Meta-Leadership- The Newest Label for Effective Leadership

by Susan Jones

Have you heard about Meta-Leadership? If not, you had better study up on it because it is likely to be the next “answer” on the next set of promotional exams. Throughout my career, I had to be in tune to the newest labels or approaches (even if they were just re-labeling the same old thing). I remember management by walking around, the toolbox, who moved my cheese, the leadership challenge, transformational leadership, servant leadership, the silos, the wheelhouse, and the shifting paradigms. The answers to the next exam questions were focused on whichever book the person in power had recently read. What I quickly discovered is that all of these “different” labels for leadership were not really that different.

As the facility trainer, I was tasked with ensuring that all training had the correct, new leadership information. In reality, I would go through the presentations and change a few words here and there, but the bulk of the class did not change. Some core principles remained the same: big picture thinking, caring for staff, keeping your focus on the mission, flexibility, critical thinking, collaboration and connectivity, trust, and skill development. These concepts can be found in each of the leadership models I mentioned above.

This newest phrase: meta-leadership seems to focus primarily on the ability of the leader to look at a problem from the “meta” level – in other words-big picture thinking. The idea that a leader has to see beyond the immediate and have an eye out beyond the horizon is a critical skill. This ability rarely comes naturally to people; it takes practice and commitment to the task. Looking beyond the immediate relies upon the individual to be able to learn from others, lean on others who may have different experiences, and to understand the forces that are play in the corrections profession.

I worked for over 30 years in Colorado corrections and I learned very early in my career that I needed to understand what was going on in California corrections. You see, Colorado was going to follow California’s lead in almost everything, so if you wanted to be prepared, you needed to know what new thing or new problem was happening in California. This principle didn’t always work 100% of the time, but it did teach me to look beyond our immediate facility and state. It taught me that there was much to be learned from a broader approach.

The other “meta-leadership” skill that provided me with a lot of help was that of connecting to people who were not “like” me. Specifically, I paid a lot of attention and devoted time to ensure that I understood what was happening within prison reform groups or movements. I also focused on other agencies, such as the mental health system, to become informed and prepared for the next big challenge.

I urged my staff and colleagues to become a part of these types of groups or to at least connect to these different types of focuses to be able to improve their ability to adapt to changes or to address a new way of doing something. I believe that this type of exposure helps to improve flexibility (a skill that corrections people, in general, are not that great at being).

In the end, leadership is an art form. It cannot be given to someone. It can only be instilled and improved upon by the individual. Of course, mentors, role models, and agency vision/missions, can have a direct impact upon the individual, but it still comes back to the ability of the individual to focus and move in a direction that they see as the right way to move. I have never seen an effective leader who was acting in a manner that was inconsistent with their personality. I have seen many people try to lead in this fashion, but none really succeeded.

So, do you have the ability to be an effective “meta” leader for your agency? Do you want to be that person? If so, then, don’t throw out everything else we have learned through the years to jump on the “meta” bandwagon. Instead, use this new model to improve on the area of big picture thinking and keep the other skills of collaboration, caring, delegation, follow-through, etc. That way, when the newer bandwagon comes along, you will be prepared for that change also.

**Remember the difference  
between a boss and a leader;  
A boss says “Go!”  
A leader says “Let’s go!”**

-E.M.Kelly

## **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*



## **2021 IACTP Training Webinars**

**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:** 1:00pm-2:00pm (EST)

**Date:** August 11, 2021:

**Topic:** Brain Science and Training Implications

**Presenter:** Kellie Rhodes, Founder/President, Institute of Limbic Health, Denver, CO

**Time:** 1:00pm-2:00pm (EST)

**September 2021:** TBD

**November 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](mailto:Elizabeth.Kreger@odrc.state.oh.us)

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

HENRY BROOKS ADAMS

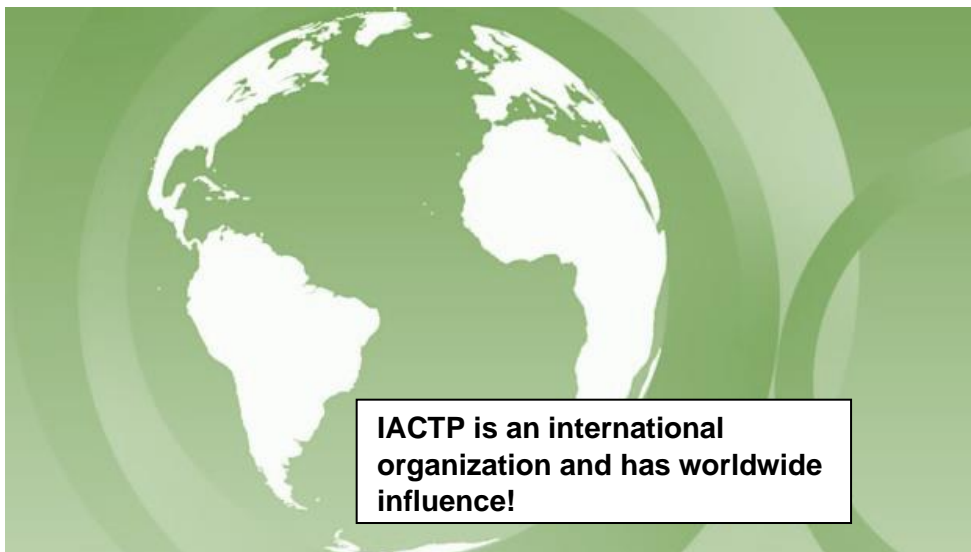


## Check out the new structure of our membership fees

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

Hello all, I was thinking about how this past year has really made us all think outside the box and face many changes that we did not see coming. When I was reading this article published in the summer of 1997 it talks about some of the challenges they were facing at that time. The article is Trainers' Challenges of the 21st Century by Floyd Gipson. It states:

With the beginning of the 21st century, as trainers, we have been charged with an enormous task of preparing correctional professionals for their daily challenge. How we go about making this preparation available to those who depend on us for that guidance will be very important because their existence, in many cases, will depend on the type and quality of training that we provide. As trainers we have a revolution in the criminal justice system that will be long lasting for years to come. But what we have just completed is nothing compared to what we are facing.

As trainers, we must be sophisticated, compassionate, dedicated, and most of all, we must be thorough. Trainers that lead the criminal justice system into the 21st century must possess a total dedication and rededication of a commitment that we made when we took the position and responsibility of being a trainer. I see a trend that is growing and is quite alarming in this industry.

As we near the 21st century, we will no longer be dealing with the baby boomers. I'm sure most of us see the dwindling, as well the exiting, of the baby boomers in the criminal justice system. Those who win follow after them have no comparison. In many cases, we are dealing with crack babies, crack addicts, drug and boost babies, and a generation that lack a no value system. As trainers, how will we handle this? How do we reach someone that has no value system? You and I can no longer enter an institution and demand obedience, allegiance, or anything that will give us an edge if we are not properly prepared. If we are not properly prepared, it is going to be impossible for the officers to do their tasks who have been charged with the responsibility of receiving their training from us...

# 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](mailto: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 (IACP) Awards of Excellence



In keeping with the mission of the organization, IACP seeks to enhance public safety and fair and humane treatment of offenders by promoting organizational and individual excellence in the profession of correctional training. The IACP's Awards of Excellence Program strives to identify and celebrate the accomplishments of outstanding individuals and programs in the field of criminal justice training but to achieve this goal we need your help! Truly exceptional training programs are difficult to accomplish and as a training professional you know what should or should not be recognized and rewarded.

Please submit nominations for the 2021 IACP Awards of Excellence.

### Trainer of the Year Award: Seeking Nominations

IACP is seeking the best-of-the-best in staff trainers. Nominate one of your trainers for the IACP Trainer of the Year Award. Given to an individual who has made contributions in training Corrections professionals by providing exemplary training that surpassed the organization's guidelines while meeting personalized learning strategies for trainees.

The recipient will be announced during the 2021 IACP National Conference (virtual event-October 13, 2021) and will receive free registration and 3 nights lodging to the 2022 IACP National Conference in Portland, Maine along with the opportunity to conduct a workshop during the conference.

To submit a Trainer of the Year nomination, click [HERE](#). Deadline is May 30<sup>th</sup>, 2021.

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.

If you are unable to access the online awards form, then please contact the IACP office at [IACPC@gmail.com](mailto:IACPC@gmail.com)