

President's Annual Report

International Association of Correctional Training Personnel

2018

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Performance-based or HPI, You Choose!

By Dr. Tracy L. Reveal

If you've worked very long in the field of training and staff development, it's likely you've come across the term "performance-based." So what is it and why should trainers care? There are a number of theorists that have put forth elaborate explanations about concepts that hinge on improving human performance. The language that is used varies, but is generally synonymous to include: human performance improvement; human performance technology; human performance enhancement. According to the International Society of Performance Improvement (ISPI), Human Performance Technology is a "systematic approach to improving productivity and competence, uses a set of methods and procedures, and a strategy for solving problems for realizing opportunities related to the performance of people. It is a systematic combination of three fundamental processes: performance analysis, cause analysis and intervention selection, and can be applied to individuals, small groups and large organizations" (ISPI, 2006). When we hear the term "performance-based" we are really just making a small reference to the much larger process that is reflected behind the curtain of the production we know as an actual training session. When preparing a true, performance-based training or human performance improvement initiative, much behind-the-scenes work must be done. Thus the cause analysis is a critical aspect in the initial stage, noting that a misdiagnosis of the problem to be "solved" through the training effort, will result in a series of subsequent - cont'd

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Performance-Based/HPI...you choose!

missteps or errors moving forward in the development of the project. If not corrected, a training could be created that is based on a need that is not the actual 'need', and thus the intended intervention fails to address the issue/problem.

In a time when most departments experience reduced budgets, public sector agencies are recognizing they must become high-performing organizations. Gone are the days of putting staffs into a week-long training if having them away from their jobs for 40 hours isn't necessary. Agencies are demanding that training sections demonstrate how programs and/or initiatives are bringing results or a return on investment to the organization. For this to be done, those leading the training section need to understand the intricacies of transitioning to a results-based organization. This starts with the training section's understanding of what it means to be results-based! Being able to comprehend the systemic nature of the HPI approach is key. Those leading the training effort must educate other management on the factors that influence human performance within the agency. Now, ask yourself if YOU know what those factors are? If not, now is the time to do a self-assessment as this information will serve as a foundation upon much of the work the training section should be performing. How can you gather that data? Who can you ask? What information do you need to know? Another key area where many training sections struggle is with evaluating programs after implementation. If done correctly, the evaluation process is part of the design and development of the project. Identifying appropriate measurements (at the beginning), will help the organization determine if there is an improvement in performance (post training) or if there is a return on the agencies training dollars (perhaps as seen with a new recruitment/retention initiative). As a director of training, it was always my goal to demonstrate the value Academy programs added to the organization's Mission. Rather it was through new Correction Officer On-The-Job Training and how that positively impacted retention or expanding a structured leadership training series to prepare those who would ensure the success of the agency for years to come. Quantifying and qualifying the value of training within the organization is what "performance-based" efforts are directing us to do. It is no longer about how entertaining we can be as an instructor or how much technology we are using in a classroom, but rather how meaningful, efficient and effective our programs/training initiatives are.

Additional Research Topics regarding HPI/HPT:

American Training & Development: www.ATD.org

International Society of Performance Improvement: www.ISPI.org

Thomas Gilbert - Behavior Engineering Model

Donald Kirkpatrick - Program Evaluation, Levels 1-4

Jack Phillips - Program Evaluation, Level 5 "ROI"



IACTP is a non-profit organization, having 501C3 filing requirements within the state of Tennessee. At the beginning of 2017, the Executive Board determined that quarterly reports would be prepared to reflect all fiscal transactions. This marked an opportunity to begin conducting the organization's business in a different manner, one that would afford its Members a better understanding into how their dues and conference registration monies were being used. Fiscal transparency not only represents good organizational management but is simply an expected practice in business today.

At the Executive Board's Quarterly Meeting on January 11, 2019, the association's account balance was \$49,095.24. This represents an approximate increase in the account between January 2017 and January 2019, of \$7,520.

The largest event the Association conducts each year is its annual Training and Performance Conference. The 2018 Conference was held in Nashville, Tennessee and saw an on-site participation of 120 people, representing 22 states. Of those attendees, 40 were from Tennessee, the host state. Registration fees generated \$22,734.00, while IACTP was able to conduct fundraisers to raise an additional \$1,323.00. A portion of these proceeds is set aside for the Trainer Certification exam Scholarship the Association makes available to its members (see our website for more information). Total conference expenses for 2018 were approximately \$22,610.00 with \$19,567.00 paid directly to the Millennium Maxwell House hotel (conference site). Other costs included printing program books, awards, etc. The Conference attracted ten (10) vendors, which generated \$8,000.00 in exhibitor fees, with one vendor sponsoring the Awards Luncheon (\$3,000.00 value). Vendors are not only are recognized during the conference but also advertise within the quarterly journal and on the Association's website throughout the year following the conference.

At the end of 2018, the Association had a total of 354 members. This included five (5) Member Agencies. We appreciate our agency partners who bring association benefits to many employees in the field of training and staff development. Those Member Agencies include: The New York City Department of Corrections; Utah Department of Corrections;

FISCAL TRANSPARENCY - *CONTINUED*

West Virginia Department of Corrections; Wyoming Department of Corrections; Maine Department of Corrections. Membership revenue for 2018 was \$6,575. This included monies from renewing members as well as those just joining at the time of the conference. Over 117 notices have been sent to those whose memberships have lapsed.

There was an unaudited cash balance at year-end (2018) of \$49,095.24.

**Many Thanks to Association Services Manager Michael Jones for organizing the aforementioned statistical data, along with the budgetary information. His ability to synthesize information is very appreciated and is a much needed asset to the Board.*

Strategic Initiatives

The Executive Board and participating conference attendees finalized the Associations' strategic initiatives prior to closing the 2016 conference. Said initiatives were created with the plan to be completed prior to the fall conference of 2018. As goals were met, new goals were created. The Association was able to do a lot to re-establish a solid foundation upon which to manage the operation of the Board, while simultaneously improving how daily business was completed, and services improved for members. With the guiding principle focused upon improving upon and expanding member services, the Board set out to create a better IACTP over the course of the past two years. The following is a summary of the goals that were accomplished:

- 1) Updated Website and Expanded Social Media Presence
 - Updated the association's website
 - Automated (online) conference registration and payment process for attendees & vendors
 - Automated (online) payment process for payment/renewal of dues
 - Developed within the website, a Corrections and Law Enforcement Training Calendar, which posts dates, locations and other information pertaining to available training opportunities across the country.
- 2) Offered regularly scheduled web-based training for members
 - Began offering web-based training the last quarter of 2017, and continuing each quarter of 2018. Made available using GoToMeeting.
- 3) Created a Members-Only Resource Section within the webpage
 - Developed a password-accessible section available for members, wherein several resources can be accessed to include: The Correctional Trainer, quarterly journal; archived web-based training sessions; a repository of lesson plans and training materials donated by other IACTP members.
- 4) Improved Administrative Processes and Transparency
 - Hired Association Service Manager to handle daily business activities for the organization
 - Completed entire revision of the Association's Bylaws to include making additions, deletions and other updates
 - Set aside money specifically to fund aspects of the annual conference so host agencies did not have to assume those responsibilities
 - Completion of required administrative reports and other tasks in accordance with Bylaws

STRATEGIC INITIATIVES *CONTINUED*:

- Structured process by which annual conference planning is completed, to include having Association Service Manager serve as lead (Project Manager) directing process
- Restructured Awards selection process, to ensure Board members having nominated staff, are not part of the selection process
- Implemented process for quarterly reporting of fiscal activities to provide transparency with organizational funds

5) Restructured Focus of Conferences

- Through a structured screening process, ensured that workshop proposals submitted for conference consideration were of high quality, specifically focused on topics relevant to those in the discipline of training and performance improvement, as well as being provided by individuals with requisite knowledge and credentials.
- Provided a forum for Federal, State and Local directors of training to network and discuss issues of mutual interest with the goal of facilitating further support and collaboration.

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2016-2018

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A handwritten signature in black ink, appearing to read "Tracy L. Reveal". The signature is written in a cursive style and is contained within a white rectangular box.

Plant A Seed...

The past two years have flown by like so many others these days. It has been an honor to have served as your President. My goal coming into the position was to be able to have a positive impact on the organization that I found to have been so valuable during my career. It isn't often that you find a group of individuals that are so specialized, and able to share similar interests, not to mention stories! And oh - can trainers tell stories. But I took on this role no differently than I did so many others before it - all in and with 110%. Over the past two years, there was much accomplished that improved the organization, and moved it forward. We all agreed at our November Board meeting that the Strategic Initiatives were not only met but exceeded, with one exception. On-site training sponsored by IACTP was something we had discussed in 2016, but did not accomplish. However, we did make progress in another area which stands to offer members a dual-membership, with the American Jail Association. This is something the current Board will be responsible with completing. Once done, this collaborative partnership will offer members access to AJA online training, on-site training and conferences. AJA is a tremendous organization that is currently offering online sessions on the subject of performance improvement strategies in training. Being able to plant a seed with the AJA, and have this develop into a formal partnership will only provide more opportunities and services for our Members, particularly those we represent who work in jails!

The foundation is set within the organization, the infrastructure is fortified. Processes have been created, solidified, formalized and codified. Services have been improved, created and new ones put into development. Larger national partnerships to benefit our membership are in place. The seeds have been planted. I leave my role as president with high hopes that the growth and progress continues. I will now take my interest in Training & Staff Development and serve on the American Correctional Association's Professional Development Committee. I will continue to work for the interests of training at the national level, for all disciplines. Feel free to contact me (same email). And remember.....Always get results!
Tracy