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THE STATE OFFICE BUILDING CAMPUS

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SUPPLEMENTAL IN-SERVICE TRAINING
"A CONTROL THEORY APPROACH TO MANAGING INMATE BEHAVIOR"
FINAL PROJECT REPORT

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HIGHLIGHTS

INTRODUCTION. This report concerns the implementation of the supplemental in-service training program.

PURPOSE OF TRAINING PROGRAM. The purpose of this program was to provide facility staff with specialized interpersonal communications and conflict resolution training. The goal of this training was to reduce facility tension and to assist facility staff in handling inmate interactions (including a component on cultural awareness).

SELECTED SIX PILOT SITES. The following six facilities were selected as pilot sites: Clinton, Coxsackie, Elmira, Great Meadow, Midstate, and Wende.

EXPANSION TO ALL FACILITY STAFF. As initially proposed by the Department and funded by the Legislature, this training program was intended for security staff. Prior to implementation, the Department expanded this program to all facility staff (civilian and security). This expansion increased the number of staff to be trained by roughly 50 percent (from 3,269 to 4,869).

TRAINER TRAINING/PROJECT IMPLEMENTATION. Selected facility instructors attended a train-the-trainers course in August 1988. The program was implemented at the six facilities in September/October 1988.

AGGREGATE PERCENTAGE OF FACILITY STAFF TRAINED BY MARCH 31, 1989: 82 PERCENT. As of the end of the program in March 1989, 82 percent (3,980) of the combined total of 4,869 staff members at the six facilities had been trained. Great Meadow and Wende had trained over 95 percent of their respective staff. Clinton trained the most individuals with 1,254 staff trained during the course of the program.

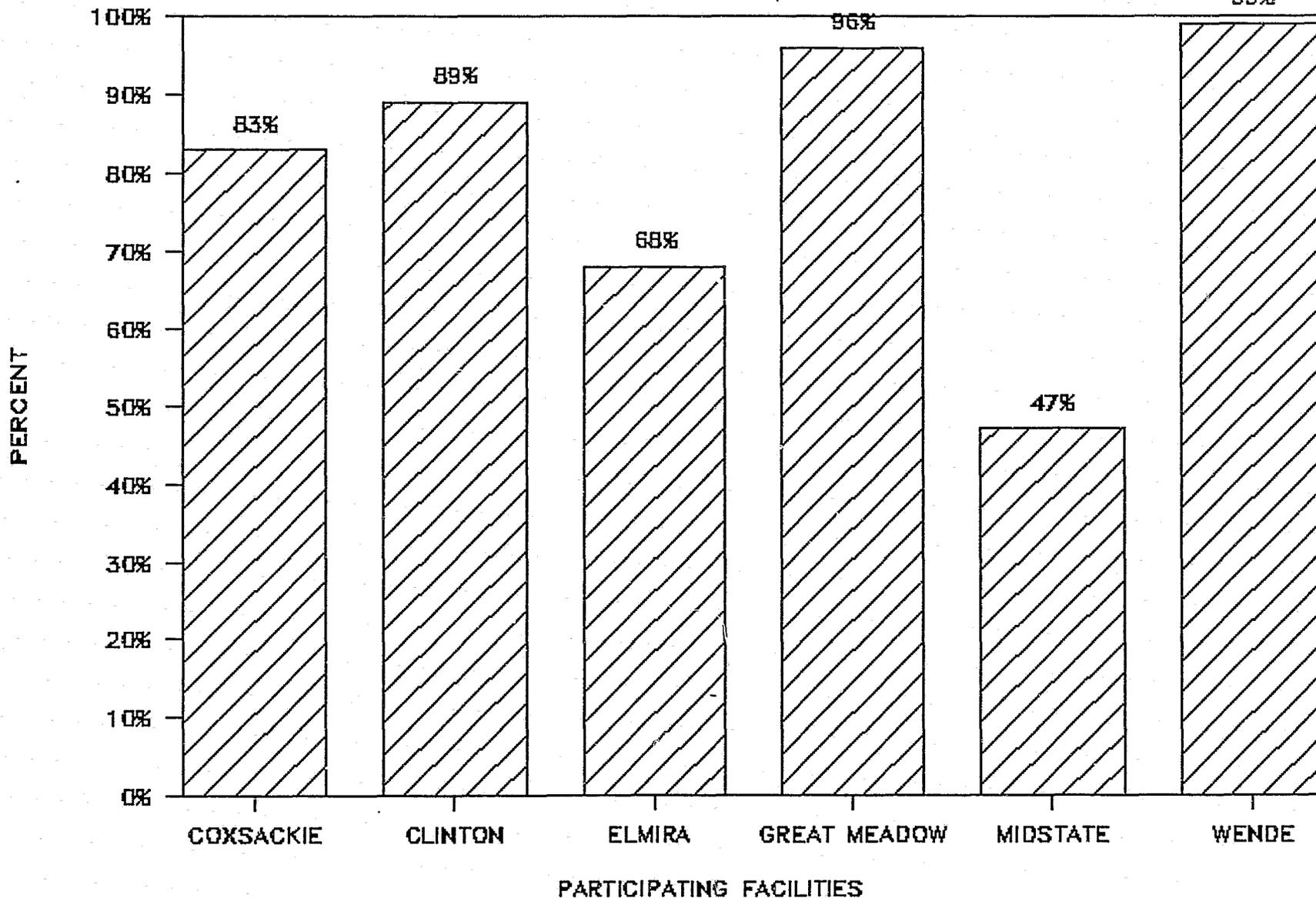
BALANCE OF SECURITY AND CIVILIAN STAFF AT TRAINING SESSIONS. In line with the program design, the six facilities have blended security and civilian staff together at the training sessions.

REACTION OF PARTICIPANTS: VERY POSITIVE. This report analyzed a sample of 834 participant evaluations. Based on these evaluations, the reaction of facility staff has been very positive. Of the surveyed participant evaluations, 88 percent thought the course was useful to them on their job.

GRAPHICS. Following the Highlights Section are a set of graphics that illustrate these findings.

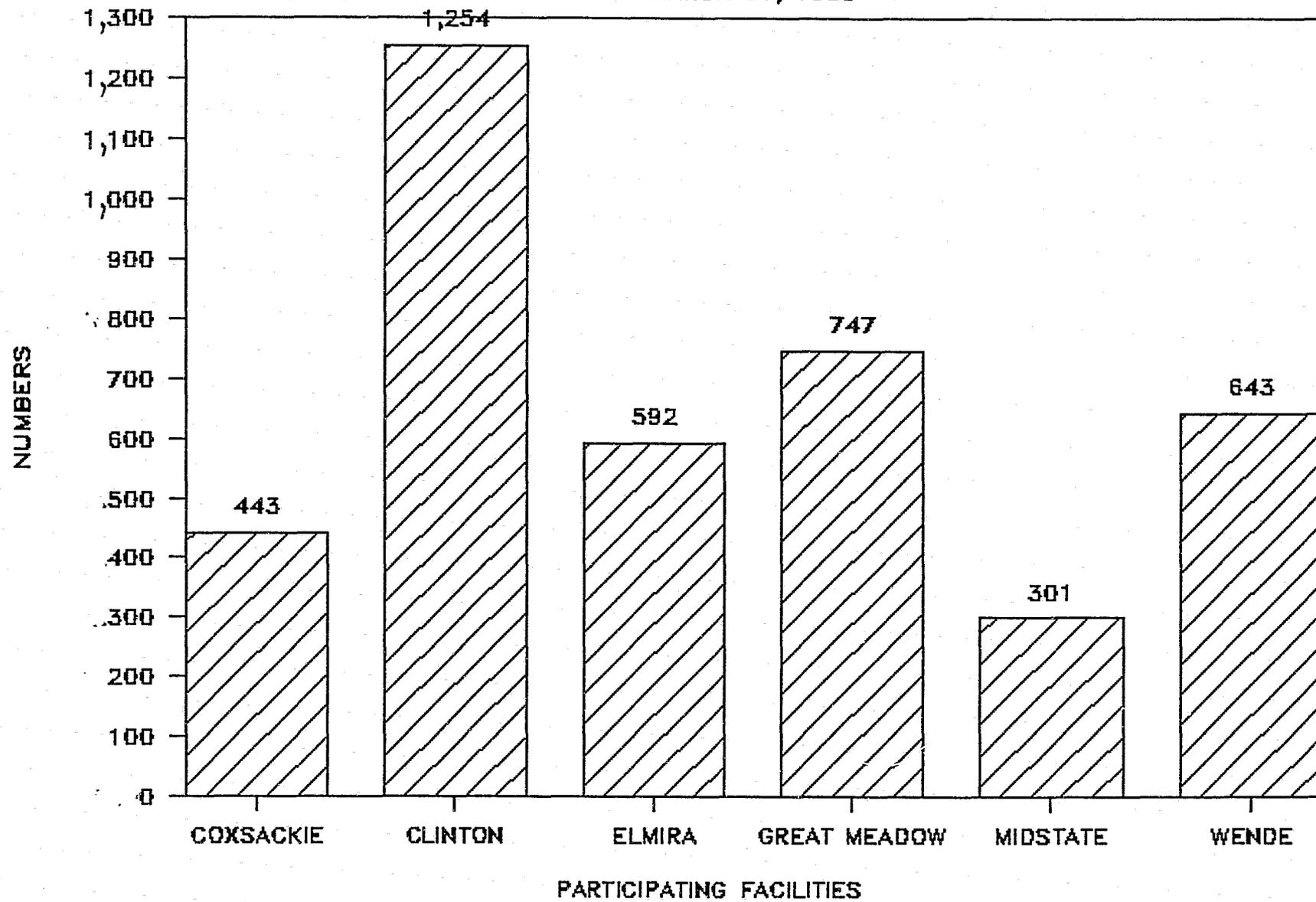
CUMULATIVE PERCENTAGE OF STAFF TRAINED

AS OF MARCH 31, 1989



CUMULATIVE NUMBER OF STAFF TRAINED

AS OF MARCH 31, 1989

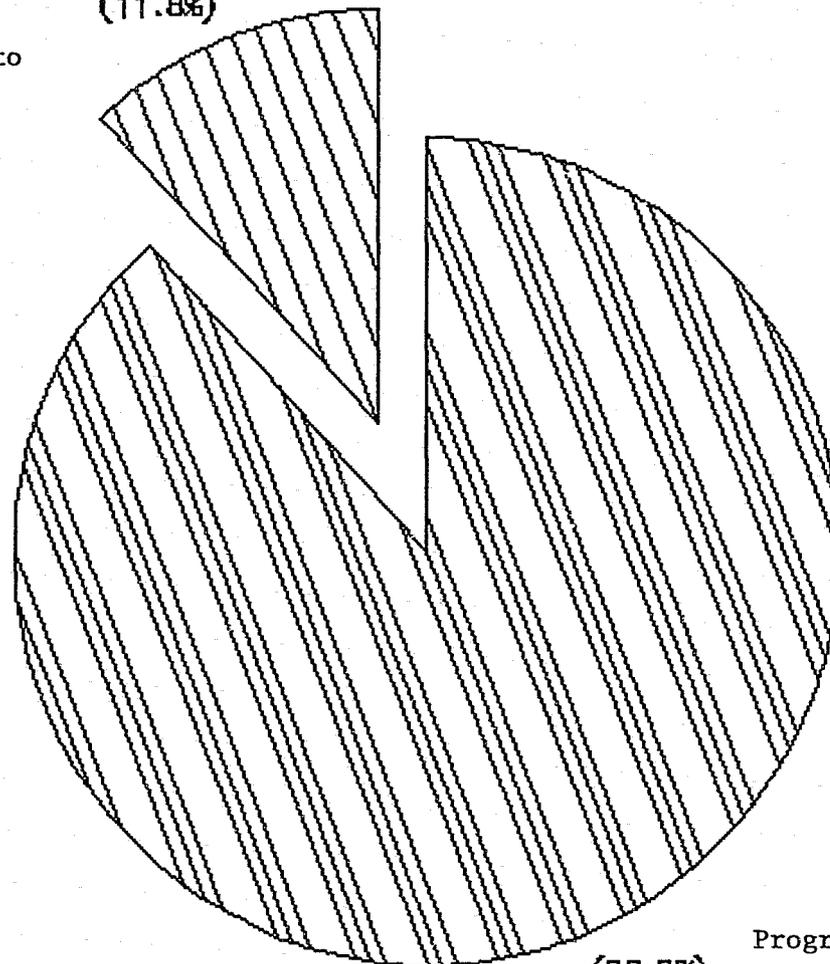


RESULTS OF PARTICIPANT EVALUATIONS:

PERCEIVED USEFULNESS TO PRESENT JOB

Program was not useful to present position

(11.8%)



(88.2%)

Program was useful to present position

SUPPLEMENTAL IN-SERVICE TRAINING
"A CONTROL THEORY APPROACH TO MANAGING INMATE BEHAVIOR"

FINAL PROJECT REPORT

INTRODUCTION

This report concerns the Department's implementation of the supplemental in-service training program for facility staff.

PURPOSE OF PROGRAM

The basic purpose of this training program is stated in the 1987-1988 Departmental budget submission in the following manner:

Over the last few years, the Department has, as has the field of corrections, experienced changes which impacted directly on the custodial relationship between the Correction Officer and the inmate. As that relationship is the central dynamic of prison life, it should be as professional and positive as it possibly can be.

Law suits and court challenges appear to be one of the catalysts to these changes, since inmates see the judicial system as their main avenue to air their grievances and to improve their conditions of confinement. Much of that litigation challenges and tests the rules, policies and procedures governing the administration of a facility. Since Correction Officers play a large part in the implementation of these rules, a knowledge and basic understanding of the legal issues involved is essential...

...Due to (the) physically and psychologically confining atmosphere of a correctional facility, oftentimes the handling of a minor incident in an inappropriate manner can result in major problems. An officer who has received specialized training in the basic understanding of human relationships and conflict resolution is better prepared to prevent minor incidents from developing into major problems.

BASIC PROGRAM CONCEPT: PILOT PROGRAM AT SIX FACILITIES

To address this in-service training need, a pilot program involving six facilities (to be identified) was approved. An additional number of training relief officer positions was funded to permit the establishment of this program.

As initially conceived, this in-service training program was envisioned as involving all correction officers at these pilot sites in an intensive two-day (16 hour) program which would consist of Legal Issues and Human Relations components.

After extensive planning meetings, the following facilities were selected as the six pilot sites:

1. Clinton
2. Cossackie
3. Elmira
4. Great Meadow
5. Midstate
6. Wende

CONCENTRATED FOCUS OF PROGRAM: INTERPERSONAL COMMUNICATIONS

As the planning of this in-service training program progressed, it became evident that a 16 hour program did not allow for the adequate presentation of both a Legal Issues component and a Human Relations component.

Based on a continuing series of planning sessions, it appeared that the primary training need was in the area of interpersonal communication skills in handling inmate interactions. As such, the authorized program design concentrated the available time in this area.

ROLE OF NETWORK MODEL

In concentrating the training session in this area, the Department's Training Academy staff heavily relied on the Department's positive experience with the Network Program.

The Network Program model served as a catalyst for the Department's development of this in-service training program.

COURSE CURRICULUM

The approved course curriculum is presented in Appendix A. Facility training teams are permitted the latitude to shift the order of segments, emphasize certain sections, and to use handouts and films as they believe are appropriate.

EXPANDED PROJECT GOAL: TRAIN ALL FACILITY STAFF (SECURITY AND CIVILIAN)

As initially proposed by the Department and funded by the Legislature, this program was designed for security staff. Through a series of planning sessions involving Main Office and facility staff, it became evident that this restriction would unduly limit and possibly interfere with the project's achievement of its purpose. As such, it was decided to expand the scope of the project to include all facility staff.

This expansion of the scope of the training program to civilian staff increased the total number of staff to be trained by roughly 50 percent.

At the six pilot facilities, there are 3,269 security positions.

The addition of 1,600 civilian positions increased the total number of staff to be trained to 4,869 (an increase of 49%).

Moreover, the facilities were asked to schedule a balance of security, program and support staff at the training sessions.

TRAINER SELECTION

In July 1988, each of the selected pilot facilities was asked to send a team of five facility staff to Albany for training as trainers. The facilities were asked to include at least one Correction Sergeant or Lieutenant in this training team (as well as Correction Officers).

The facility's initial commitment to this program was the selection of staff to attend a program for training instructors. In his memo to the facility Superintendents, the Department's Director of Training stressed that "decisions about who will attend are critical." Some considerations cited in the memo were:

To successfully complete this course, candidates must have the desire and ability to instruct in a wide range of Human Relations and Group Interaction modules. Successful candidates are required to properly present Department approved training material, facilitate group interaction and other accelerated learning techniques. Training hours will extend beyond the regularly scheduled training day. Candidates will review the Network Program Procedural Manual and the Elements of Short-Term Group Counseling issued by the Facility Training Lieutenant prior to the start of the course.

TRAINER QUALIFICATIONS

The following qualifications were required for the trainers:

1. All candidates must have successfully completed the Network Program prior to beginning the instructor training course. Any candidate who has not attended Network must participate in the next program. (This requirement was subsequently modified.)
2. Facility selection should take into account such additional qualifications as:
 - a. Certified general topics instructor
 - b. Other instructor school certifications
 - c. Teaching certificate (for security staff who have New York State teacher's certification)
 - d. Other indications of instructional ability/motivation
 - e. Commitment to teach the program on an "as needed basis" for an extended period of time
 - f. Credibility...prospective instructors must be highly regarded by peers and supervisors.
3. Consider selecting (as one of the five) a Sergeant or Lieutenant as a "team leader."

TRAINER TRAINING

This training session for trainers was held at the Training Academy in Albany from August 1 to August 12, 1988. As a result of this program, 30 individuals were certified as instructors.

During the course of this train-the-trainers program, the following areas were covered:

1. Network Program Methods and Procedures
2. Goals and Expectations
3. Accelerated Learning Techniques
4. Human Relations
5. Overview of Effective Communication
6. Conflict Management
7. Cultural Bias
8. Community Environments

A selected sub-group of these trainers were asked to return to Albany to prepare the Facilitator's Training Guide for the program. This Facilitator's Guide provided the instructors with daily lesson plans, exercises, and handouts. The guide was completed in late August/early September 1988.

PROJECTED SCHEDULES FOR COMPLETING TRAINING BY PROJECT DEADLINE OF MARCH 31, 1989

To permit Executive monitoring of the project, each facility Superintendent was asked to develop a schedule for the training of all facility staff by the project deadline of March 31, 1989. This project deadline is based on the end of the current State FY 1988-1989 budget which provided the funding for the security relief positions.

Due to facility differences, each Superintendent developed individual projections. The Superintendents were permitted to benefit from the experience of their initial training sessions in September and October 1988 in formulating these projections which were due in early November 1988.

PROJECT MONITORING SYSTEM: SUBMISSION OF MONTHLY REPORTS BY FACILITIES

To enable the involved Training Academy personnel and Executive Staff to monitor the progress of this program, the six facilities were asked to complete and submit a monthly report form.

This monthly report form requested data on the total number of staff trained during the prior month as well as a breakdown of the type of staff trained (security, program, and support staff).

PROJECT IMPLEMENTATION DATES VARY BY FACILITY: SEPTEMBER THROUGH OCTOBER 1988

The project was launched at varying dates in September and October 1988.

Three facilities initiated the program in September 1988 (Clinton, Cossackie, and Elmira). The remaining three facilities began training sessions in October 1988 (Great Meadow, Midstate, and Wende).

Those differences in the start-up dates reflect a number of facility level decisions. For example, the Superintendent at Great Meadow delayed project implementation until October to permit his training team a full week in September to refine their training curriculum (which certainly benefited the program). In view of the size of their facility staff, Clinton expeditiously began sessions in September and had trained 98 staff by the end of the month.

**AGGREGATE PERCENTAGE OF FACILITY STAFF TRAINED BY MARCH 31, 1989:
82 PERCENT**

At the close of the program in March 1989, 82 percent (3,980) of the combined total of 4,869 staff members at the six pilot sites have been trained.

The percentage of facility staff trained varied considerably from a high of 99 percent at Wende to a low of 47 percent at Midstate.

Four facilities trained 80 percent or more of their staff. These facilities were Wende, Great Meadow, Clinton and Cossackie.

<u>FACILITIES</u>	<u>TOTAL STAFF TRAINED</u>	
	<u>Number</u>	<u>Percent</u>
Wende	643	99%
Great Meadow	747	96%
Clinton	1,254	89%
Cossackie	443	83%

The other two pilot facilities trained 68 percent (Elmira) and 47 percent (Midstate).

<u>FACILITIES</u>	<u>TOTAL STAFF TRAINED</u>	
	<u>Number</u>	<u>Percent</u>
Elmira	592	68%
Midstate	301	47%

WENDE AND GREAT MEADOW TRAIN NEARLY ENTIRE STAFF COMPLEMENTS

Since it is virtually impossible to train all staff due to turnover and unscheduled absences, Wende and Great Meadow may be seen as having achieved the project objective of training their staff complements in view of their 99 percent and 96 percent completion rates, respectively.

TOTAL NUMBER OF FACILITY STAFF TRAINED: CLINTON TRAINS LARGEST NUMBER

In view of the wide range in the total staff complements of the six pilot facilities, the number of staff trained at each site should be examined as well as the completion percentages.

While Wende and Great Meadow achieved higher completion percentages, it should be noted that Clinton trained the largest number of staff by a considerable margin.

Clinton trained 1,254 staff members as compared to 643 at Wende and 747 at Great Meadow.

It is also worthy of note that Elmira trained substantially more staff members (592) than Cocksackie (443) but achieved a notably lower completion rate (68%) than Cocksackie (83%) due to their larger staff complement (867 as compared to 531).

Appended Table 1 presents a breakdown of the projected and actual number of staff trained by facility. (This data is highlighted by Graphic 1.) Table 2 reflects the facility's progress in cumulative terms.

In examining the differences among these facilities, the impact of trainer attrition on staff trained should be considered.

TRAINER ATTRITION: IMPACT ON THE NUMBER OF STAFF TRAINED

Since their completion of the training program, the size of the trainer teams at certain facilities has decreased significantly.

A number of trainers have left the training teams due to promotions and facility transfers.

This trainer attrition problem has been concentrated at certain facilities. The initial training teams remained intact at Clinton, Great Meadow, and Wende until February 1989. On the other hand, Cocksackie, Elmira, and Midstate each lost at least one trainer during the early phase of the project. While loss of a single trainer per facility might not initially appear to be a significant problem, this trainer attrition has constituted a major operational problem at certain facilities due to the limited size of the trainer teams and the difficulty in finding replacement instructors.

Appended Table 3 presents data on trainer attrition in tabular form.

BALANCE OF SECURITY AND CIVILIAN STAFF AT TRAINING SESSIONS

In line with the program design, the involved facilities have uniformly involved a blend of security and civilian staff at the training sessions.

Through March 1989, the blend of staff trained has closely paralleled overall breakdown of facility staff as illustrated by the following table.

	FACILITY STAFF DISTRIBUTION		STAFF TRAINED	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Security	3,269	67%	2,663	67%
Program	660	13%	560	14%
Support	858	18%	682	17%
Industries	<u>82</u>	<u>2%</u>	<u>75</u>	<u>2%</u>
TOTAL	4,869	100%	3,980	100%

This balance of security, program, and support staff involved in the training program by month is documented in attached Tables 4A-F.

The reaction of facility staff to this joint training program has been positive based on comments from participant evaluations and the instructors' observations. In particular, the civilian staff appear to appreciate their inclusion in the course. The following comments on the evaluation forms reflect this positive reaction.

"I was able to receive information concerning problems that exist between different departments and that solutions can be arrived at civilian and security levels."

"The strong point of the course was getting together uniform and non-uniform staff for a common goal of efficiency and security."

"I feel the mixing of civilians and security staff is a good idea and is effective in allowing each to view the job's problems from the other's (security/civilian) perspective."

"The information is absolutely relevant and situational. We are a team (civilians and correction officers), and we need to function as a team. By being aware of the "team," we know we can work together effectively."

ANALYSIS OF PARTICIPANT EVALUATIONS

All six pilot sites distributed participant evaluation forms to the staff who attended the training sessions.

For purposes of this report, a sample of 834 evaluation forms from the six facilities were reviewed. These 834 evaluations constitute a significant 20 percent sample of the total number of staff trained. As such, the findings of this analysis may be seen to be representative of the total number of staff trained.

REACTION OF PARTICIPANTS: COURSE WAS USEFUL TO THEIR JOBS

In evaluating the impact of any training course, a threshold question is whether or not the participants felt the course was related to their jobs. This question may be phrased: Did the participants believe that the course was useful to them in the performance of their duties?

With respect to this training program, the vast majority of the participants did believe that the course was related to their varying jobs.

Based on an analysis of these 834 participant evaluations, 88 percent of the surveyed participants believe that the course was useful to them.

As illustrated by appended Table 5, the participants at all six facilities uniformly rated this program in a very favorable fashion.

IMPACT ON FACILITY OPERATIONS

During the course of this project, the proposed analysis of the impact of this training program on the reduction of facility tension was discussed with line and training staff at Main Office and at the facility level. The possibility of using available statistical data (i.e. Unusual Incidents Reports and Inmate Grievances), which was suggested in the budget proposal, was examined with the involved staff.

Overall, the consensus of these discussions was none of these sources of available quantifiable data (singly or in combination) provided a valid and reliable basis for assessing the program's impact. It was generally agreed that a wide range of other factors heavily impacted on these indicators, such as changes in Department reporting procedures, facility inmate population and institutional staff. As such, it was widely agreed that it would not be valid to attribute changes in the Unusual Incident or Inmate Grievance rate to the impact of the program. Moreover, there did not appear to be any feasible means available to control for the interactive effect of these factors.

For these reasons, it was determined that the proposed analysis of the program's impact using these indicators would not be appropriate.

CONCLUSION

It is axiomatic in training that "Any training program is only as good as the trainers." The truth of the axiom appears to be illustrated again by the Department's experience to date with this training program. While the successful implementation of this training program has involved the joint efforts of staff at various levels, the key element in its implementation (especially the positive reaction of the participants) appears to be the professionalism of the trainers.

This conclusion should not be interpreted to minimize the contribution of numerous other staff members at Main Office and facility. Certainly, the Executive level decision to expand the program to civilian staff (as well as supervisory security personnel) has proved to be a very positive program improvement. The role of Training Academy and Main Office security personnel in focusing the training program on interpersonal communication (rather than legal issues) has contributed to the program's acceptance. At a facility level, the role of the Superintendents and Training Lieutenants in carefully selecting the trainers cannot be underestimated. Moreover, the Training Lieutenants and the Training Office staff have significantly facilitated the program by their foresight in using the additional relief officers to complete their regular in-service training in the first half of the year and by handling the scheduling problems of the supplemental training program (especially the scheduling of civilian staff).

LISTING OF APPENDICES

**TABLE/GRAPHIC
NUMBER**

TOPIC

- | | |
|---|--|
| 1 | Projected and Actual Staff Trained By Month
Table and Graph |
| 2 | Cumulative Number of Staff Trained by Facility |
| 3 | Number of Trainers Trained (August 1988)
Number of Active Trainers (March 1989) |
| 4 | Staff Trained By Job Title Each Month |
| 5 | Summary Results of Participant Evaluations |

APPENDIX A

Course Outline (Two Days)

APPENDIX A

COURSE OUTLINE - DAY 1

I. INTRODUCTION AND PURPOSE

- A. Personal Background: Experience in Department
- B. Purpose of Course
- C. Overview of Content

II. CONTROL THEORY

- A. William Glasser: Background and Experience
- B. Definition: Control Theory
- C. Job Attitude Questionnaire
- D. Basic Needs: Genetic Patterns
 - 1. Survive and Reproduce
 - 2. Belong
 - 3. Power
 - 4. Freedom
 - 5. Fun
- E. Conflict of Basic Needs
- F. Pictures in Our Heads: Satisfying Wants/Needs

III. CONFLICT RESOLUTION

- A. Conflict: Keeps Us Growing

IV. OVERVIEW OF GAMES

- A. Definition
- B. Repeated Patterns of Behaviors
- C. Roles: Victims, Rescuer, Persecutor
- D. Control From Outside Frustrates Basic Needs, Rebel in Some Way

V. REVIEW OF DAY AND OVERVIEW OF TOMORROW

APPENDIX A - con't.

COURSE OUTLINE - DAY 2

I. QUESTIONS FROM PREVIOUS DAY

II. DECISION MAKING OVERVIEW: FIVE STEPS

- A. See the Situation Clearly
- B. Know What You Want
- C. Expand Possibilities
- D. Evaluate and Decide
- E. Action Plan

III. GAMES CRIMINALS PLAY

- A. Use Questionnaire Situations
- B. Elicit Other Games Participants Have Experienced
- C. Film on Games Cons Play

IV. CULTURAL BIAS

- A. Effects of Individual Differences and Cross Cultural Factors in Communications
- B. Bill Cosby Film on Prejudice
- C. Using Awareness of Cultural Differences to Anticipate and Diffuse Conflict
- D. Using Control Theory to Confront with Compassion and Allow Self-Control to Resolve Conflicts

V. LEGAL AND ETHICAL IMPLICATIONS OF INMATE MANAGEMENT

- A. Review of Directives

VI. REVIEW OF TRAINING

TABLE 1

SUPPLEMENTAL TRAINING PROGRAM
PROJECTED AND ACTUAL STAFF TRAINING BY MONTH

<u>FACILITY</u>	<u>SEPT</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MARCH</u>	<u>TOTAL</u>
<u>COXSACKIE</u>								
Projected	36	70	85	85	85	86	84	531
Actual	36	70	66	52	64	71	84	443
<u>CLINTON</u>								
Projected	98	254	221	221	221	218	170	1,403
Actual	98	254	206	150	141	167	238	1,254
<u>ELMIRA</u>								
Projected	16	106	143	98	185	152	167	867
Actual	16	114	61	29	132	106	134	592
<u>GREAT MEADOW</u>								
Projected	N/A	204	154	121	154	122	24	779
Actual	N/A	204	143	70	185	110	35	747
<u>MID-STATE</u>								
Projected	N/A	73	82	110	112	126	140	643
Actual	N/A	73	84	68	62	14	0	301
<u>WENDE</u>								
Projected	N/A	149	124	124	124	125	0	646
Actual	N/A	158	128	89	144	115	9	643

TABLE 2

SUPPLEMENTAL TRAINING PROGRAM
 CUMULATIVE NUMBER OF STAFF TRAINED
 SEPTEMBER 1988 - MARCH 1989

<u>FACILITY</u>	<u>SEPT</u>	<u>OCT</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MARCH</u>	<u>TOTAL</u>
<u>COXSACKIE</u>	36	106	172	224	288	359	443	531
Percent	7%	20%	32%	42%	54%	68%	83%	100%
<u>CLINTON</u>	98	352	558	708	849	1,016	1,254	1,403
Percent	7%	25%	40%	50%	61%	72%	89%	100%
<u>ELMIRA</u>	16	130	191	220	352	458	592	867
Percent	2%	15%	22%	25%	41%	53%	68%	100%
<u>GREAT MEADOW</u>	N/A	204	347	417	602	712	747	779
Percent	0%	26%	45%	54%	77%	91%	96%	100%
<u>MID-STATE</u>	N/A	73	157	225	287	301	301	643
Percent	0%	11%	24%	35%	45%	47%	47%	100%
<u>WENDE</u>	N/A	158	286	375	519	634	643	646
Percent	0%	24%	44%	58%	80%	98%	99%	100%

TABLE 3

SUPPLEMENTAL IN-SERVICE TRAINING

	<u>BEGINNING TRAINERS</u> <u>(SEPTEMBER 1988)</u>	<u>PRESENT TRAINERS</u> <u>(MARCH 1989)</u>
COXSACKIE	Jane Farquhar Allan Saddlemire Donald Balint	Jane Farquhar Allan Saddlemire
CLINTON	Patrick Conley Larry Wilson Bruce Jarvis* Lee Dumas	Patrick Conley Larry Wilson Lee Dumas
ELMIRA	James Capozzi Naomi Bentley Matthew Whitmore Melvin Mitchell Nicholas Fierro	James Capozzi Naomi Bentley Matthew Whitmore
GREAT MEADOW	Timothy O'Leary Neil Sokol Terry Wallace Owen Allie John Griffith	Timothy O'Leary Neil Sokol Terry Wallace Owen Allie John Griffith
MIDSTATE	Kathy Dhalle Mark Williams Georgiann Alfano	Mark Williams Mary Bogan**
WENDE	Beverly Kerr Leora Payton Charlotte Roberts Jonathan Rimmer	Beverly Kerr Leora Payton Charlotte Roberts Jonathan Rimmer James Boatfield*** Daniel Carr*** Martin Tornabeni***

- * Lead trainer until transfer to Moriah in February 1989
- ** New trainer added due to turnover
- *** Trainers who attended initial Albany sessions and handled second half of program

TABLE 4A

SUPPLEMENTAL TRAINING PROGRAM
STAFF TRAINED BY JOB TITLE IN SEPTEMBER

<u>FACILITY</u>	<u>SECURITY*</u>	<u>PROGRAM</u>	<u>SUPPORT</u>	<u>INDUSTRIES</u>	<u>TOTAL</u>
<u>COXSACKIE</u>					
Total Positions	344	83	95	9	531
Total Trained	21	8	6	1	36
<u>CLINTON</u>					
Total Positions	984	188	200	31	1,403
Total Trained	52	21	19	6	98
<u>ELMIRA</u>					
Total Positions	533	95	228	11	867
Total Trained	12	3	1	0	16
<u>GREAT MEADOW</u>					
Total Positions	520	113	115	31	779
Total Trained	0	0	0	0	0
<u>MID-STATE</u>					
Total Positions	435	92	116	0	643
Total Trained	0	0	0	0	0
<u>WENDE</u>					
Total Positions	453	89	104	0	646
Total Trained	0	0	0	0	0

* Security Totals Include Executive Team

TABLE 4B

SUPPLEMENTAL TRAINING PROGRAM
STAFF TRAINED BY JOB TITLE IN OCTOBER

<u>FACILITY</u>	<u>SECURITY*</u>	<u>PROGRAM</u>	<u>SUPPORT</u>	<u>INDUSTRIES</u>	<u>TOTAL</u>
<u>COXSACKIE</u>					
Total Positions	344	83	95	9	531
Total Trained	49	3	18	0	70
<u>CLINTON</u>					
Total Positions	984	188	200	31	1,403
Total Trained	111	65	70	8	254
<u>ELMIRA</u>					
Total Positions	533	95	228	11	867
Total Trained	84	20	6	4	114
<u>GREAT MEADOW</u>					
Total Positions	520	113	115	31	779
Total Trained	119	35	41	9	204
<u>MID-STATE</u>					
Total Positions	435	92	116	0	643
Total Trained	53	13	7	0	73
<u>WENDE</u>					
Total Positions	453	89	104	0	646
Total Trained	85	34	39	0	158

* Security Totals Include Executive Team

TABLE 4C

SUPPLEMENTAL TRAINING PROGRAM
STAFF TRAINED BY JOB TITLE IN NOVEMBER

<u>FACILITY</u>	<u>SECURITY*</u>	<u>PROGRAM</u>	<u>SUPPORT</u>	<u>INDUSTRIES</u>	<u>TOTAL</u>
<u>COXSACKIE</u>					
Total Positions	344	83	95	9	531
Total Trained	43	12	10	1	66
<u>CLINTON</u>					
Total Positions	984	188	200	31	1,403
Total Trained	124	39	36	7	206
<u>ELMIRA</u>					
Total Positions	533	95	228	11	867
Total Trained	38	15	5	3	61
<u>GREAT MEADOW</u>					
Total Positions	520	113	115	31	779
Total Trained	86	18	29	10	143
<u>MID-STATE</u>					
Total Positions	435	92	116	0	643
Total Trained	50	17	17	0	84
<u>WENDE</u>					
Total Positions	453	89	104	0	646
Total Trained	88	5	35	0	128

* Security Totals Include Executive Team

TABLE 4D

SUPPLEMENTAL TRAINING PROGRAM
STAFF TRAININED BY JOB TITLE IN DECEMBER

<u>FACILITY</u>	<u>SECURITY*</u>	<u>PROGRAM</u>	<u>SUPPORT</u>	<u>INDUSTRIES</u>	<u>TOTAL</u>
<u>COXSACKIE</u>					
Total Positions	344	83	95	9	531
Total Trained	31	10	4	7	52
<u>CLINTON</u>					
Total Positions	984	188	200	31	1,403
Total Trained	133	4	11	2	150
<u>ELMIRA</u>					
Total Positions	533	95	228	11	867
Total Trained	18	7	3	1	29
<u>GREAT MEADOW</u>					
Total Positions	520	113	115	31	779
Total Trained	47	7	12	4	70
<u>MID-STATE</u>					
Total Positions	435	92	116	0	643
Total Trained	44	11	13	0	68
<u>WENDE</u>					
Total Positions	453	89	104	0	646
Total Trained	67	4	18	0	89

* Security Totals Include Executive Team

TABLE 4E

SUPPLEMENTAL TRAINING PROGRAM
STAFF TRAINED BY JOB TITLE IN JANUARY

<u>FACILITY</u>	<u>SECURITY*</u>	<u>PROGRAM</u>	<u>SUPPORT</u>	<u>INDUSTRIES</u>	<u>TOTAL</u>
<u>COXSACKIE</u>					
Total Positions	344	83	95	9	531
Total Trained	43	18	3	0	64
<u>CLINTON</u>					
Total Positions	984	188	200	31	1,403
Total Trained	110	11	20	0	141
<u>ELMIRA</u>					
Total Positions	533	95	228	11	867
Total Trained	81	20	31	0	132
<u>GREAT MEADOW</u>					
Total Positions	520	113	115	31	779
Total Trained	125	20	38	2	185
<u>MID-STATE</u>					
Total Positions	435	92	116	0	643
Total Trained	39	9	14	0	62
<u>WENDE</u>					
Total Positions	453	89	104	0	646
Total Trained	112	19	13	0	144

* Security Totals Include Executive Team

TABLE 4F

SUPPLEMENTAL TRAINING PROGRAM
STAFF TRAINED BY JOB TITLE IN FEBRUARY

<u>FACILITY</u>	<u>SECURITY*</u>	<u>PROGRAM</u>	<u>SUPPORT</u>	<u>INDUSTRIES</u>	<u>TOTAL</u>
<u>COXSACKIE</u>					
Total Positions	344	83	95	9	531
Total Trained	45	7	19	0	71
<u>CLINTON</u>					
Total Positions	984	188	200	31	1,403
Total Trained	138	13	13	3	167
<u>ELMIRA **</u>					
Total Positions	533	95	228	11	867
Total Trained	62	16	27	1	106
<u>GREAT MEADOW</u>					
Total Positions	520	113	115	31	779
Total Trained	102	1	6	1	110
<u>MID-STATE</u>					
Total Positions	435	92	116	0	643
Total Trained	10	2	2	0	14
<u>WENDE</u>					
Total Positions	453	89	104	0	646
Total Trained	93	12	10	0	115

* Security Totals Include Executive Team

TABLE 4G

SUPPLEMENTAL TRAINING PROGRAM
STAFF TRAINED BY JOB TITLE IN MARCH

<u>FACILITY</u>	<u>SECURITY*</u>	<u>PROGRAM</u>	<u>SUPPORT</u>	<u>INDUSTRIES</u>	<u>TOTAL</u>
<u>COXSACKIE</u>					
Total Positions	344	83	95	9	531
Total Trained	51	18	14	1	84
<u>CLINTON</u>					
Total Positions	984	188	200	31	1,403
Total Trained	188	9	37	4	238
<u>ELMIRA</u>					
Total Positions	533	95	228	11	867
Total Trained	68	34	32	0	134
<u>GREAT MEADOW</u>					
Total Positions	520	113	115	31	779
Total Trained	33	0	2	0	35
<u>MID-STATE</u>					
Total Positions	435	92	116	0	643
Total Trained	0	0	0	0	0
<u>WENDE</u>					
Total Positions	453	89	104	0	646
Total Trained	8	0	1	0	9

* Security Totals Include Executive Team

TABLE 5A

SUPPLEMENTAL TRAINING PROGRAM
SUMMARY RESULTS OF PARTICIPANT EVALUATIONS

GREAT MEADOW

Course Useful	<u>Yes</u> 124 84%	<u>No</u> 23 16%	<u>TOTAL</u> 147 100%
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WENDE

Course Useful	<u>Yes</u> 84 82%	<u>No</u> 19 18%	<u>TOTAL</u> 103 100%
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ELMIRA

Course Useful	<u>Yes</u> 78 90%	<u>No</u> 9 10%	<u>TOTAL</u> 87 100%
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TABLE 5B

SUPPLEMENTAL TRAINING PROGRAM
SUMMARY RESULTS OF PARTICIPANT EVALUATIONS

MIDSTATE

	<u>Yes</u>	<u>No</u>	<u>TOTAL</u>
Course Useful	68	5	73
	93%	7%	100%

CLINTON

	<u>Yes</u>	<u>No</u>	<u>TOTAL</u>
Course Useful	272	30	302
	90%	10%	100%

COXSACKIE

	<u>Yes</u>	<u>No</u>	<u>TOTAL</u>
Course Useful	110	12	122
	90%	10%	100%

NOTE: Due to variations in participant evaluation forms used at facilities, the rating scale on forms used at Clinton, Coxsackie and Midstate has been collapsed to a "yes/no" dichotomy similar to the question used on the forms distributed at the other three facilities.