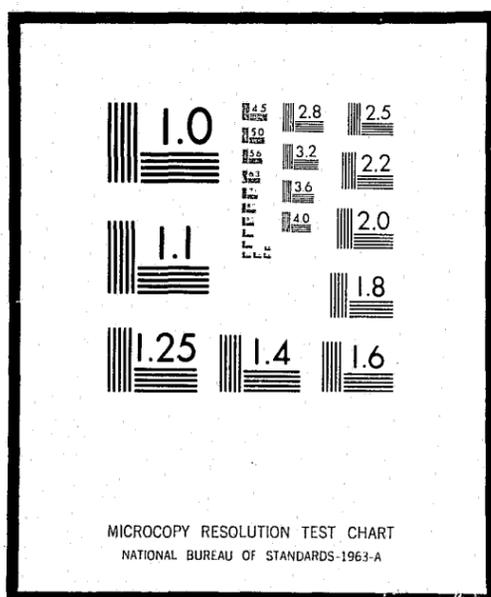


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STAFF DEVELOPMENT AND IN-SERVICE TRAINING
Delaware - (Division of Adult Corrections) -

A Project Evaluation

Submitted to the Executive Committee
of the
Delaware Agency to Reduce Crime

29798

Evaluation

Conducted by
Pat Robinson
August, 1975

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ABSTRACT

Since May 1971, DARC has awarded a total of \$100,526 (federal funds) through four subgrants to the Division of Adult Corrections for the purpose of Staff Development and In-Service Training. This report dealt with the performance and impact of three of those subgrants. The fourth is scheduled to begin in September 1975.

Although the first application was approved in May 1971, very little activity occurred during the first two and one-half years of the project. The original application proposed to recruit and hire a Staff Development Officer who would identify the training needs of the Division and develop programs to meet those needs. This aspect of the application was not implemented because the Division was unable to recruit and hire a Staff Development Officer. Therefore, the emphasis of the project was shifted so that training would be provided by outside consultants. Even with this revised approach, very little activity occurred until November, 1973. At that time, the Division hired a Staff Training Officer with State funds. This Staff Training Officer, Mr. George Reddish, became the project director for the Staff Development and In-Service Training project. Under his direction, the following activities and accomplishments took place from November 1973 through July 1975:

1. A total of 260 Division employees participated in a combined total of 1,261 hours of training, 57.7 percent of which involved outside conferences, seminars and workshops.
2. A Staff Training Advisory Committee was established.
3. A Staff Training Center was established on the grounds of the Delaware Correctional Center.
4. An orientation manual for probation and parole officers was developed.
5. A mandatory 56 hour pre-service course for new correctional officers with a specific curriculum and taught by Division staff was developed. A total of 78 correctional officers have completed this course.
6. An internal training cadre was developed composed of 9 Division staff members who were being used as instructors in the following areas: firearms; guided group interaction; escort duty; restraining; drugs and contraband; report writing; and legal aspects of corrections.

The goals and objectives of each application tended to be quite vague and general. Therefore, it was difficult to evaluate the performance of the project in terms of achieving the stated goals and objectives. Also, there had been no training needs assessment study done to define what the needs of the Division were, so it was difficult to measure the impact of the project in terms of satisfying those needs. If the purpose of the project was to establish a fund which would enable employees of the Division to attend conferences, seminars and workshops, this was accomplished. However, if the purpose of the project was to develop an on-going in-house training program for the Division, with one exception --development of a mandatory pre-service course for new correctional officers--this was not accomplished through funds provided through this project.

It was difficult to evaluate the impact of the project because in only 4 of the 50 training sessions offered were course evaluations completed by the participants. Furthermore, there was no evaluation by supervisors following training of participants to determine if in fact the course had had any impact on their performance.

This evaluation resulted in the following recommendations:

1. A training needs assessment should be conducted for the Division of Adult Corrections.
2. Any future grants should have demonstrated needs and quantifiable and measurable objectives.
3. All immediate and future funds should be restricted to developing an in-house on-going minimum standards training program which could be implemented without the continual use of outside consultants.
4. A method for evaluating all types of training should be developed. At the very minimum, a course evaluation form should be completed: (1) by all participants in all forms of training and (2) by all supervisors who can evaluate and assess the trainees' performance.
5. The applicant must follow federal and DARC guidelines when employing consultants.
6. The DARC should consider developing a policy concerning the hiring of support staff prior to hiring professional staff. For example, clerk typists should not be hired prior to the employment of the professional personnel for whom they are to work.

I. Introduction

Prior to 1971, the Division of Adult Corrections of the State of Delaware offered no formal training for its employees. The Division felt that this lack of training was a critical problem and applied to the Delaware Agency to Reduce Crime for funds to remedy the situation. In response to the stated problem, the Delaware Agency to Reduce Crime awarded four subgrants (FA-77-71, FA-50-72, 74-006, and 75-005) totaling \$100,526 (federal funds) to the Division of Adult Corrections for the purpose of staff development and in-service training. This report dealt with the development, implementation and impact of three of those four subgrants. The fourth, 75-005 (representing the fifth year of DARC funding) is scheduled to begin September 15, 1975.

II. Project Background

A. FA-77-71

In May 1971, DARC approved FA-77-71 "Staff Development and In-Service Training". The project period was from July 1, 1971 to June 30, 1972 and the level of funding was \$24,072 (federal funds).

The goals stated in the application were as follows:

1. To recruit professional staff; a percentage of whom would come from out-of-state.
2. To train new staff.
3. To train and re-train old staff.

These goals were to be accomplished by implementing the following programs:

1. A Staff Development Officer was to be hired who would identify training needs and develop programs to satisfy those needs.¹
2. A program was to be developed utilizing team treatment techniques which were to be operationalized in the new correctional center. Approximately 120 staff were to be involved in this program.

3. A special course for 56 counselors was to be offered at Wilmington College.

The majority of funds were to be used for the salaries of the Staff Development Officer and a Clerk Steno II.

This project suffered from serious start-up problems. During the first year (7-1-71 to 6-30-72), the only activity was the hiring of a Clerk Steno II in October 1971 (who resigned in April 1972) and a very minimal amount of training.² Efforts to hire a Staff Development Officer were unsuccessful. The total amount of funds expended during the year was \$3,650.27, 15 percent of the award.

In August 1972, Mr. John Moran, Director of Adult Corrections requested a revision and extension of FA-77-71. This request was approved. The project was extended to 2-1-73 and the goals were revised as follows:

1. To develop and provide instruction for correctional officers in the areas of report writing, human relations, and drug education.
2. To develop and provide in-service training programs for administrators and professional staff in the areas of employee motivation, leadership techniques, and communication skills.

These goals were to be achieved through a contract with the Delaware Technical and Community College. Through this contract, Del Tech was to provide the following courses:³

1. Supplement to an on-going Delaware Tech four week training course for 30 new correctional officers.
2. Art of Leadership (all 358 Division staff).
3. Communication (116 supervisors and administrators).
4. Employee Motivation (116 supervisors and administrators).

²See Section III "Achievements", page 6, for a description of the training which occurred.

³Six individual courses involving all 358 Division personnel (some taking multiple courses).

¹The Division already had a Staff Training Officer supported with State funds.

5. English II (Report Writing for 200 correctional officers).
6. Psychology I (Human Relations for 200 correctional officers).

The training identified above which was to be provided through a contract with Del Tech did not materialize. This approach had been based on releasing certain line staff from their duties to attend training. Due to staff shortages and the need to cut overtime pay expenses, the Division had been unable to do this.

In March, 1972, Mr. Harry Towers, Acting Director of Adult Corrections, submitted a request to extend the project to June 30, 1973 and to acquire the services of another training consultant (in place of Del Tech). This request was approved subject to the condition that DARC approve the contract and that the subgrantee submit a revised budget. DARC did not receive a contract and no revised budget was submitted; therefore, no further activity in this grant was discernable.

In June 1974, (one year after the termination of the grant), DARC received a Final Report for FA-77-71. With this Final Report, \$20,421.73, 85 percent of the original allocation, was reverted to DARC.

In summary, FA-77-71 operated from 7-1-71 through 6-30-73. The original purpose of the grant was to recruit and hire a Staff Development Officer. Efforts to do so were unsuccessful and the program was revised to provide training through outside consultants. Efforts to provide training in this manner were also unsuccessful.⁴

B. FA-50-72

In June 1972, DARC approved FA-50-72, "Stage II Staff Development and In-Service Training". The project period was from 7-1-72 to 6-30-73 and the level of funding was \$25,454 (federal funds). The application was submitted and approved as a continuation of the original proposal, FA-77-71. The majority of federal funds were to be used for the salaries of a Staff Development Officer and a Clerk Steno II. The goals and objectives of FA-50-72 were a continuation of the original goals and objectives of FA-77-71.

There was no activity at all during the first year of FA-50-72 (7-1-72 to 6-30-73). The original grant, FA-77-71, had been extended to cover this time span, and all activity relating to Staff Development and In-Service Training was covered by funds provided in the original grant.

⁴See Section III, "Achievements", page 6, for additional information.

As previously indicated, the original goals and objectives of FA-77-71, upon which FA-50-72 was based, had not been achieved. Therefore, the Division of Adult Corrections requested a revision of FA-50-72 in September 1973 (two months after FA-77-71 had terminated and a full year after it had become apparent that these objectives would not be achieved). This request was approved and the following revisions took place:

1. Project dates were changed to 10-1-73 through 6-30-74.
2. Goals and objectives were revised as follows:

Goals

- a. To satisfy some of the Division of Adult Corrections immediate training needs.
- b. To provide the foundation for an on-going training program.

Objectives

- a. To create a Staff Development/Training Committee.
- b. To conduct a Staff Development Study.
- c. To offer a series of In-Service Training sessions.
- d. To develop a Policy Manual for Division Employees.
- e. To develop an Orientation Manual for New Employees.
- f. To establish a Staff Training Center.

In November 1973, the Division of Adult Corrections hired a Staff Training Officer (with State funds). This person, Mr. George A. Reddish, became the project director of FA-50-72. With the hiring of Mr. Reddish, this project was finally implemented. From 10-1-73 through the end of the grant period (6-30-74) a total of 600 hours of training was provided and steps were taken towards achieving the stated objectives.⁵ In November 1974, a Final Report for FA-50-72 was submitted. Of the \$25,454 federal funds approved, \$24,595 had been expended. The largest single expenditure, \$9,071, had been for consultants.

⁵See Section III, "Achievements", pages 6 to 11 for a further description of activity.

C. 74-006

In August 1974, DARC approved 74-006 "Staff Development and In-Service Training". The project period was from 7-1-74 to 9-14-75. The original level of funding was \$25,000 (federal funds) but in January 1975 this was increased to \$26,000.

The objectives of 74-006 were as follows:

1. "The continuation and enhancement of the present in-service training program and thereby satisfying some of the Division's critical training needs. Specifically, these needs are in the following areas: custody and security; parole and probation casework; management techniques; and, human relations."
2. "The development of an internal training cadre and thereby eliminating the need for training consultants in the future. Specifically, selected employees will be trained as instructors in the following subjects: Staff/Inmate Relations; Inmate Rights; Report Writing; Drugs and Contraband; Corrections History; Self-Defense; Use of Non-Lethal Gas; and First Aid."

This grant has progressed on schedule. To date a total of 661 hours of training has been provided. A total of \$23,304.22 has been expended. The single largest expenditure, \$7,316, has been for consultants.⁶

D. 75-005

In April 1975, DARC approved 75-005, "Staff Development and In-Service Training". The approved project period was from 9-15-75 to 9-14-76 and the level of funding was \$25,000 (federal funds). The majority of funds were allocated for the salary of a Clerk Steno II (\$8,133) and for consultants (\$9,997) who would provide one-time training courses for Division personnel.

The goal of 75-005 was as follows:

"To hold an in-service training program that will satisfy critical Division training needs in the areas of counseling techniques, management skills, corrections law and weapons training."

The award was made subject to the condition that the application be revised to more clearly indicate precise goals and objectives.

III. Achievements

As previously stated, the first two subgrants associated with this project suffered from serious start-up problems. During the first two years very little activity occurred. The original goals and objectives were based on the Division's ability to recruit and hire a Staff Development Officer. Efforts to do this were unsuccessful. Consequently, the project was revised so that training would be provided through contracts with outside consultants. This approach had been based on having a certain number of line staff released from their duties to attend training sessions. This had not been possible due to staff shortages and the need to cut overtime pay expenses. During these two years (7-1-71 to 6-30-73) only \$3,650.27 of an allocated \$24,072 (15 percent of the total allocation) was expended, and the following activity occurred:

1. The supervisor of the Pre-Trial Release Program attended a Pre-Trial Release Conference in San Francisco.
2. 12 Division employees participated in a Leadership Seminar.
3. 12 Probation and Parole counselors attended a seminar at the University of Delaware.

During the next five months there was no activity in the project at all. In November 1973, the Division of Adult Corrections hired a Staff Training Officer, Mr. George A. Reddish, who became the project director for Staff Development and In-Service Training. Relative to the stated goals and objectives of the project, the following activities took place under his direction:

1. To create a Staff Development/Training Committee.

This objective has been met. The Staff Training Advisory Committee presently has the following members: Mr. Chuck Bullock, WCI; Mr. William Magargal, Probation and Parole; Mrs. Verna Marker, DCC; Mr. Paul Meunier, DCC; Capt. Noah Smith, SCI; Officer John Williams, SCI; Lt. Charles E. Wright, DCC; and Mr. Leonard Lucas, Probation and Parole.

The committee is convened whenever there are significant training issues to discuss. The first meeting of the committee was on October 23, 1974 and it has met twice since.

2. To conduct a Staff Development Study.

This objective was deleted in a program revision in November 1973. However, a "Report on the Improvement of Staff

⁶See Section III, "Achievements", pages 6 to 11 for a further description of activity.

Training in the Delaware Division of Adult Corrections" was completed by Mr. James F. McFadden (hired as a consultant for this purpose) in August 1974.

This report dealt with improving training rather than defining what training was needed. A number of recommendations contained in that report (e.g. to develop a mandatory pre-service course for correctional officers, to offer an in-service program integrating college credits and correctional training and to establish a permanent site for training) have been at least partially implemented by the Division.

3. To develop a Policy Manual for Division Employees.

A Policy Manual for the newly created Department of Corrections is presently being developed. Completion is expected by December 1975.

4. To develop an Orientation Manual for new employees.

An orientation manual for Probation and Parole Counselors has been developed.

A manual for correctional officers is currently being developed and is expected to be completed by January 1976.

5. To establish a Staff Training Center.

A Staff Training Center was established in a house on the grounds at DCC (the house is not within the confines of the prison). Housed in the Staff Training Center are the Research and Planning Unit of the Division and the Staff Training Officer. The center has an appropriately equipped classroom for training sessions, educational courses, seminars, etc.

6. To develop an internal training cadre and eliminate the need for training consultants in the future. Specifically, selected employees will be trained as instructors in the following subjects: Staff/Inmate Relations, Inmate Rights, Report Writing, Drugs and Contraband, Corrections History, Self-Defense, Use of Non-Lethal Gas, and First Aid.

If the purpose of this objective was to develop an internal training cadre to be used in the areas specified, then the objective was only partially met. An internal training cadre was developed; however, Division employees were not being used as instructors in all of the areas specified. Instead, they were being used as instructors in the following areas: firearms; guided group interaction; escort duty; restraining; drugs and contraband;

report writing; and legal aspects of corrections.

If an ancillary purpose of this objective was to eliminate the need for training consultants in the future, the then it has not been achieved. In the 1974 grant (74-006) \$7,316 was allocated for consultants, and in the approved 1975 grant (75-005) \$9,997 was allocated for consultants. Therefore, it would appear that the need for consultants has increased rather than decreased.

7. To continue and enhance the present in-service training program and satisfy some of the Division's critical training needs. Specifically, these needs are in the following areas: custody and security, parole and probation casework, management techniques, and human relations.

Although a great deal of training was provided, it can not be determined if this objective was achieved because the objective itself was vague and not quantifiable. Table 2 (pages 17-20) lists the specific training provided from 10-1-73 through 7-1-75. Briefly, in terms of area of training, the following occurred:

<u>Area of Training</u>	<u>Number of Persons Receiving Training</u>	<u>Total Hours of Training Provided</u>
Custody and Security	147	400
Parole and Probation Casework	62	70
Management Techniques	36	161
Counseling Techniques	64	238
Human Relations	22	21
Miscellaneous	74	371
Total	405 ⁷	1,261 ⁸

⁷This total represents the combined total of all the persons in all the training sessions. It does not represent the number of individual persons who received training. If one person attended two sessions in separate areas, he was counted twice. If one person attended two sessions in the same area, he was counted once. The unduplicated count amounted to 260 separate employees.

⁸This number represents the total number of hours of training provided in all the training sessions combined in the designated area in which any personnel participated. It must be stressed that each person did not participate in this many hours of training.

In terms of type of personnel receiving training, the following occurred:

Type of Personnel ⁹	Number of Employees in the Entire Division	Number Receiving Training ¹⁰	Percent Receiving Training
Administrative	20	20	100%
Middle-Management	49	28	57%
Line Staff	278	202	73%
Support Personnel	98	10	10%
Total	445	260	58%

Table 3, page 21, further describes training provided in terms of area and type of personnel. As this table indicates, in most instances the training received was directly related to the job duties of the employees.

Table 4, page 22, indicates the number of training sessions attended by types of personnel. It was interesting to note that although there was a combined total of 524 participants in all the training sessions, only 260 separate persons received training. The majority of these persons participated in only one training session, and it appeared that unless training was mandatory, only about 15% of the Division's employees repeatedly took advantage of the training offered. It was also interesting to note that of the 260 separate employees receiving training only 36 (14 percent) have left the Division, and a number of these have transferred to other state agencies such as Family Court and Juvenile Corrections.

The majority of training provided (728 hours) through this project was "outside" training i.e., seminars, conferences, workshops. The in-service training (533 hours) can be divided into two categories--(1) training provided by Division personnel (221 hours) and (2) one-time training sessions provided by outside consultants (312 hours).

In addition to this training, four college courses were offered at the Staff Training Center. These courses were offered in

⁹See Exhibit A, page 23, for a breakdown of types of personnel.

¹⁰A person was categorized according to his/her position in July 1975.

conjunction with Delaware Technical and Community College and were open to anyone enrolled in that institution. A total of 25 Division employees were enrolled in all four courses. Funds provided in this project were not used for tuition for these courses. The major relationship between this project and the courses was that they were offered at the Staff Training Center which facilitated attendance by Division personnel.

Since the single largest expenditure in this project was for consultants (\$16,387 or 32 percent), it seemed appropriate to determine their duties and responsibilities. In most instances, they were used to provide one-time training courses for Division employees (such courses were not intended to train Division employees to be resident instructors). From 10-1-73 through 7-1-75, the following consultants were employed to provide specialized training:

Consultant	Course	Number of Employees Attending	Number of Hours
Phil Dwyer	Refresher Report Writing	13	4
Howard Grumpelt	Preventing Violence	12	35
Howard Grumpelt	Effective Communication	21	28
Howard Grumpelt	Empathy Training	13	56
John Mulvena	Approaches to Helping the Offender	31	49
John Mulvena	Probation and Parole Workshop	61	70
University of Delaware	Management Workshop	26	21
Total		177 ¹¹	263

The following consultants were used as instructors in a 49 hour training course entitled "Correctional Officer Orientation Course" involving 29 correctional officers: Anthony Bandyk; Henry Burns; Julius Cuyler; Phil Dwyer; Fulton Jefferies; and Armon Moyer.

In addition, the following persons were also employed as consultants:

¹¹This is a duplicated count representing a total of 126 separate individuals.

<u>Consultant</u>	<u>Purpose</u>
Allen Berg	To instruct part of the "Drugs, Society and Human Behavior" course offered at the Staff Training Center through Del Tech.
James McFadden	To conduct a staff development and training study; to aid in the development of the Division's Policy and Training Manuals.

Contrary to federal guidelines, there were no contracts signed with any of the consultants except the University of Delaware.

IV. Evaluation of the Project

A. Performance

Because of the poorly defined objectives and their lack of quantification and target dates, it was difficult to evaluate the performance of this project. Although 260 employees were involved in a total of 1,261 hours of training, it was difficult to assess if the training objectives had been met since they did not specify how many persons were to receive how much of what type of training. An internal training cadre had been developed and Division employees were being used as instructors in seven areas, but only two of these areas were specified in the objectives. The development of this internal training cadre has not eliminated the future need for consultants, however, since the continuation project (75-005) has allocated \$9,997 for consultant services.

Despite the poorly defined objectives and the numerous revisions, it was clear from the applications that the goal of this project was to satisfy the critical training needs of the Division of Adult Corrections. However, the performance of the project in relation to this goal could not be adequately evaluated because it was unclear how the goal was to be achieved. If the training needs of the Division were to be satisfied by providing funds to enable employees to attend training seminars, conferences and workshops then the goal (i.e., having employees attend training sessions) was adequately achieved. However, if the training needs were to be satisfied by the development of an on-going training program for the Division, with one exception (the mandatory pre-service course for new correctional officers), this was not accomplished through funds provided through this project.

B. Impact

It was even more difficult to evaluate this project in terms of impact. The project purports to "satisfy some of the Division of Adult Corrections immediate training needs" (FA-50-72) and "to satisfy some of the Division's critical training needs" (74-006), yet nowhere were these needs specified. The terms custody and security, management techniques, etc. were vague. Furthermore, it was not indicated how it was determined what the training needs of the Division were. To date, no overall needs assessment study has been done. The "Report on the Improvement of Staff Training" completed in August, 1974, dealt mostly with how to improve existing training for correctional officers and probation and parole counselors. It did not explore what types and to what extent training was needed. In March 1975, the University of Delaware was contracted to conduct a series of management seminars. Involved in this contract was a needs assessment study, but only pertaining to management of the Division of Adult Corrections. Without knowing precisely what the training needs of the Division were, it was impossible to determine if the staff training provided in this project addressed those needs.

In only four of the fifty training sessions provided, did participants evaluate the session. In no instances were there evaluations by supervisors of participants to determine if the training had had any impact on the participants' performance, and there were no pre and post tests given to determine any knowledge gain. Therefore, even if a specific need had been identified and a training program provided to address that need, there was no way to determine if in fact the training provided met the expressed need.

C. Conclusions

It was not possible to evaluate the performance of this project in terms of accomplishing stated objectives. Nor was it possible to evaluate the impact of the project upon the entire Division. However, it was determined that in relation to the project, the following changes occurred within the Division of Adult Corrections:

1. A Staff Training Center has been created.
2. A Staff Training Advisory Committee has been created.
3. A mandatory 56 hour pre-service course for all new correctional officers, taught by Division staff (as opposed to using consultants), with a specific curriculum has been developed.

4. An internal training cadre of 9 Division employees was developed and was being used to teach the correctional officer pre-service course.
5. An Orientation Manual for Probation and Parole Counselors has been developed.
6. The position of Staff Training Officer (funded with state funds) was maintained.

V. Observations and Recommendations

A. Observations

1. Since Mr. Reddish became the project director in November 1973, records and data pertaining to this project have been well kept and available. Quarterly reports have been submitted on time and accurately reflected the activity which occurred during that period. Mr. Reddish was extremely cooperative and helpful in conducting this evaluation.
2. The inactivity of the project during the first two and one-half years (7-1-71 through 10-1-73) indicated that the staff of DARC did an inadequate job of managing this project. It appeared, however, that this problem was later corrected. The implementation of the 90 day abort procedure has prevented a similar situation from arising and the fact that the continuation grant, 75-005, was funded subject to the condition that the application be revised to more clearly reflect its needs, goals and objectives indicates that the DARC staff is more effective in the monitoring/management of this project.
3. With one exception, no written contracts were made with consultants. This was in violation of federal guidelines.
4. In the first two applications, the Division indicated that the training needs of the Division would, to a large extent, be satisfied by the hiring of a Staff Development Officer who would determine what these needs were and develop and implement a program to satisfy those needs. Therefore, only \$4,000 was requested for consultants. However, a Staff Development Officer was not hired, and the project (directed by the existing Staff Training Officer) was revised so that a total of \$26,313 has been requested for consultants. Generally, these consultants have not been used for developing on-going training programs, but rather for conducting one-time training sessions. This appears to be in opposition to the original intent.

5. During the first year of the project, a clerk typist was hired through the grant to work for the Staff Development Officer. For the entire six months in which she was employed, there was no Staff Development Officer for her to work for. In checking with Division of Adult Corrections personnel, it was found that this clerk typist spent most of her time working for the existing Staff Training Officer (a state-funded position) in the Farm House at the Delaware Correctional Center.
6. Since May 1971, the DARC has been awarding funds to the Division of Adult Corrections for the purpose of either developing an on-going training program, or satisfying the Division's "critical" or "immediate" training needs. In May 1975, the Division submitted a fourth proposal (representing the fifth year of funding) for the same purpose. This would indicate that in four years, and with a total allocation of \$75,526, the Division was only partially able to satisfy those needs. The question then arises as to when these needs will be met and whether they were as critical and immediate as portrayed. Obviously, they were not, or greater accomplishments would and should have been shown over a four year period.

B. Recommendations

1. A training needs assessment should be conducted for the Division of Adult Corrections.
2. Any future grants should have demonstrated needs and quantifiable and measurable objectives.
3. All immediate and future funds should be restricted to developing an in-house on-going minimum standards training program which could be implemented without the continual use of outside consultants.
4. A method for evaluating all types of training should be developed. At the very minimum, a course evaluation form should be completed: (1) by all participants in all forms of training and (2) by all supervisors who can evaluate and assess the trainees' performance.
5. The applicant must follow federal and DARC guidelines when employing consultants.
6. The DARC should consider developing a policy concerning the hiring of support staff prior to hiring professional staff. For example, clerk typists should not be hired prior to the employment of the professional personnel for whom they are to work.

LIST OF TABLES

TABLE 1

Cumulative Budget Totals for FA-77-71; FA-50-72; 74-006; and
75-005 (Federal Funds only)

Budget Category	Original Allocation*	Revised Allocation*	Expenditures**
Personnel			
Staff Development Officer	\$27,240	\$ 0	\$ 0
Part Time Instructors	0	10,565	0
Clerk Steno II	22,502	17,724	7,698
Benefits	4,404	2,518	1,060
Consultants	20,747	28,133	16,387
Travel, Subsistence	6,500	9,265	5,718
Supplies	6,587	9,876	2,991
Operating Expenses	0	0	0
Equipment	325	3,025	2,860
Other			
Overtime	6,653	10,805	6,824
Seminars, Conferences, etc.	4,568	8,615	8,012
TOTALS	\$99,526	\$100,526	\$51,550

*Allocations projected through 9-16-76.

**Expenditures through 7-1-75.

TABLE 2

Staff Development and/or Training Provided for
October 1, 1973 through July 1, 1975 by Title of Session

Title of Session	Admin.	Middle Manage.	Line Staff	Support Personnel	Total No. of Persons	Length of Session In Hours
<u>In-House Training Provided by the Division at the Staff Training Center*</u>						
Correctional Officer Orientation Course			29		29	49
Introduction to Corrections			49		49	217
Preventing Violence		3	9		12	35
Refresher Report Writing	1	3	9		13	4
Weapons Firing Refresher		2	27		29	4
Effective Communications and Problem Solving Techniques		8	13		21	28
Approaches to Helping the Offender			29	2	31	49
Skill Development Workshop - Proba- tion and Parole		6	56		62	70
Management Workshops	16	9		1	26	21
Empathy Training			13		13	56

*42.3% of total training.

Title of Session	Admin.	Middle Manage.	Line Staff	Support Personnel	Total No. of Persons	Length of Session In Hours
<u>Outside Training (seminars, conferences, etc.)**</u>						
Advanced Correctional Techniques	1				1	35
Developing Correctional Moral	2		5		7	14
Role Playing in Correctional Settings		1	10		11	14
Reality Therapy		1	8		9	14
One-to-One Casework Counseling		1	8		9	14
Contract Clause	2	3			5	7
Supervisory Techniques		1			1	21
Psychopathology and Delinquent Behavior		1			1	14
Absenteeism and Turnover	2	4	1		7	14
Human Side of Management	1				1	7
Use of Clients as A Community Resource	2				2	14
Management of Staff Relations Within Correctional Agencies	1				1	14
Principles and Techniques of Confrontation Therapy			6		6	14
Human Resources			2		2	14

**57.7% of total training.

Title of Session	Admin.	Middle Manage.	Line Staff	Support Personnel	Total No. of Persons	Length of Session In Hours
Family Crisis Intervention			7		7	14
Inmate Rights	1		3		4	7
Classification - The First Step in Rehabilitation	1		4		5	14
Group Counseling			13		13	21
The Sex Offenders		1	3	1	5	35
Management by Objectives			2		2	14
Supervision II		1	1		2	14
Rape Investigation		1	1		2	14
Human Relations	9		9	2	20	7
Middle Atlantic Conference on Corrections			11		11	21
Interstate Compacts Conference	1				1	14
The Art of Communications	9		11		20	7
Professional Development Seminar For Secretaries				3	3	14
Instructor Techniques		1	7		8	35
Drug Training Course (USDEA)		3	8		11	70
Collective Bargaining	1				1	14

Title of Session	Admin.	Middle Manage.	Line Staff	Support Personnel	Total No. of Persons	Length of Session In Hours
Confrontation Therapy			5		5	14
Interviewing Techniques			2		2	14
Weapons and Non-Lethal Gas			3		3	49
Search and Seizure			29		29	14
Chrysler Corporation Training Center				2	2	35
Corrections Law Workshop				1	1	21
Sex Offender		1			1	14
Creative Problem Solving				1	1	7
American Personnel and Guidance Association Workshop		1			1	21
Weapons and Radio Communication Refresher		2	14		16	14
TOTALS	50	54	407	13	524***	1,261

***This is a duplicated count representing 260 separate individuals

TABLE 3

Training Provided From October 1, 1973 through July 1, 1975
By Area of Training and Type of Personnel

Area of Training	Administrative	Middle Management	Line Staff	Support Personnel	Total
Custody & Security	3	13	131	0	147
Parole & Probation Casework	0	6	56	0	62
Management Techniques	18	14	3	1	36
Counseling Techniques	0	7	55	2	64
Human Relations	9	2	9	2	22
Miscellaneous	12	12	42	8	74
Totals	42	54	296	13	405*

*This is a duplicated count representing 260 separate individuals. If an individual attended a training session in two areas, he was counted twice. However, if an individual attended two training sessions in the same area, he was counted once.

TABLE 4

Number of Training Sessions Attended by Type of Personnel

Number of Sessions	Type of Personnel			Total*	
	Administrative	Middle Management	Line Staff		
1	6	9	118	7	140
2	3	9	40	2	54
3	6	3	14	0	23
4	3	4	20	1	28
5	0	1	6	0	7
6	1	1	1	0	3
7	1	0	1	0	2
8	0	0	1	0	1
9	0	0	0	0	0
10	0	1	1	0	2
Total	20	28	202	10	260

*This is an unduplicated count.

EXHIBIT A

In categorizing training by personnel type, the following classification system was used:

Administrative Staff

Director, Assistant Directors, Institutional Superintendents, Deputy Superintendents, Chief Probation and Parole, State Work Release Supervisor, Chief of Maintenance, Food Service Director, Training Officer, Personnel Officer

Middle Management

Casework Supervisors, Captains, Lieutenants

Line Staff

Counselors I and II, Correctional Officers I and II

Support Personnel

Maintenance, Food Service, Records and Planning Personnel, Administrative Assistants, Accountants, Secretaries, Typists, Psychologist, Dentist, etc.

END