

# Exemplary Project Screening and Validation Reports

Project Candidate:

SOUTHEASTERN CORRECTIONAL  
MANAGEMENT TRAINING  
COUNCIL  
(SCMTC)

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EXEMPLARY PROJECT VALIDATION REPORT

NCJRS

SEP 28 1976

ACQUISITIONS

Project Candidate:

SOUTHEASTERN CORRECTIONAL MANAGEMENT  
TRAINING COUNCIL  
(SCMTC)

Athens, Georgia

Submitted to:

Ms. Mary Ann Beck  
U.S. Department of Justice  
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Washington, D.C. 20531

April 30, 1976

This report was prepared for the National Institute in support of the program's application for Exemplary Project status. LEAA's Exemplary Projects Program is a systematic method of identifying outstanding criminal justice programs throughout the country, verifying their achievements and publicizing them widely. The goal: to encourage widespread use of advanced criminal justice practices.

Though the project described here did not receive an exemplary designation, it was considered a worthwhile effort that should be brought to the attention of criminal justice planners and program administrators in other communities. Since the report describes the project at the time of the validation study, it may not reflect current program policies, procedures or results.

The distribution of selected validation reports is part of the National Institute's effort to share information on specific program developments and to highlight important issues in program operation and evaluation..

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## 1.0 Introduction

Over the years numerous steps have been taken to study and improve the correctional system. One of these was the formation of the Joint Commission on Correctional Manpower and Training which was funded by the Correctional Rehabilitation Study Act of 1965. The Commission was established:

"to address one of the most serious social problems of our day: How to recruit and retain enough trained men and women to increase correctional effectiveness and thus reduce the incidence of crime and delinquency in the United States."\*

In its research on developing correctional administrators the Commission had several broad concerns, including:\*\*

- "the correctional administrator's insularity and pre-occupation with internal problems of their own limited piece of the system..."
- "the organizational and traditional conditions contributing to the insularity and parochialism of most correctional administrators."
- "the great opportunities available to correctional administrators to bring about desirable change and their deficiencies in the qualities and skills required to do so..."
- "the need for better initial training and, more importantly perhaps, for systems of personnel training and development for upgrading and improving correctional managers in administrative skills and knowledge..."

Among its conclusions and recommendations the Commission stated that:\*\*\*

- "most correctional administrators...entered the correctional field in a lower level and progressed up the hierarchical ladder..."
- "a great deal can in fact be done to upgrade correctional administrators and...the administrators themselves can play a vital role in initiating, encouraging and implementing the needed programs..."

\*Joint Commission on Correctional Manpower and Training, Developing Correctional Administrators, a Research Report, p. i, 1969.

\*\*Ibid, p. v.

\*\*\*Ibid, pp. 92-94

- "ways must be found to pay for the outside resources required for good training programs: qualified instructors, imaginative curriculum materials, special equipment (e.g. videotape) and contacts with people and environments which bring a new and different perspective to bear upon old problems...
- "much more cooperation must be developed within the presently fragmented correctional system and between it and organizations in the wider community. . . ."

The Southeastern Correctional Management Training Council (SCMTC) is responsive to these conclusions and recommendations of the Commission.

In February, 1976, at the suggestion of the Region IV Corrections Specialist, the SCMTC project formally requested that it be considered for Exemplary Project designation. This report has been prepared for the National Institute of Law Enforcement and Criminal Justice for its use in determining if the SCMTC satisfies the criteria for selection as an exemplary project. In addition to addressing each of the Institute's selection criteria, the report presents detailed information on the project's development, organization and operation.

Much of the information presented in this report was collected by a senior member of Abt Associates' staff during a two-day visit to the University of Georgia's Institute of Government, which is the administering agency for the project. During the visit interviews were held with several individuals involved in the development and operation of the system. No training sessions were observed because none are scheduled until the summer of 1976. The accomplishments and future prospects for the project were also discussed with LEAA's Corrections Specialist for Region IV. Additional supporting information was obtained from the voluminous documentation provided by the project in support of its application.

## 1.1 Project Development\*

In late 1969 officials of LEAA's Regional Office in Atlanta met with members of the University of Georgia's Institute of Government and correctional officials from several southeastern states to discuss the feasibility of establishing a regional training center for correctional administrators. According to a project official, LEAA had previously attempted to generate interest in developing a regional training capability involving the correctional systems of Florida, Georgia, and Kentucky. Those efforts were unsuccessful, but this time the climate was more favorable:

- The Institute of Government had credentials in the field of corrections,\*\*the administrative structure to manage a grant, and the educational resources, facilities, contacts and commitment needed to provide quality training.
- The correctional administrators of several states in the region recognized the need which they and their staffs had for such training.
- LEAA had discretionary funds earmarked for satisfying the correctional management training needs of the region.

Accordingly, on April 8, 1970, the Corrections Division of the Institute of Government submitted its original grant application for the Southeastern Regional Center for Correctional Manpower Development and Training.\*\*\* On June 1, 1970, the grant was funded at the requested level of \$100,000 covering the period from June 1, 1970 through December 31, 1971.

\* The information presented in this section draws heavily from the project's Grant Applications and Annual Reports from 1970 to the present.

\*\* At that time the Institute was one of three organizations providing nationwide general training and technical assistance in corrections under LEAA funding. The other two organizations were the American Correctional Association and the American Justice Institute of California.

\*\*\* Now known as the Southeastern Correctional Management Training Council (SCMTC).



Following a three-month planning stage, the project moved into implementation. This began with the appointment of a thirteen-member Regional Advisory Council, a representative body of correctional executives, planners and administrators from the six participating states: Alabama, Florida, Georgia, Mississippi, North Carolina and South Carolina.\* The Council was established

"to determine priorities on an annual basis, advise as to content and scope of programs to be conducted by the center, insure maximum regional coordination and utilization of Southeastern regional resources, and evaluate programs conducted."\*\*

The Council held its first meeting on October 28-30, 1970. At this meeting the Council:

- selected a full-time Project Director who was hired effective January 1, 1971;
- specified the content, audience, location and schedule of the training sessions to be held during 1971;
- established a four-member research subcommittee to develop an evaluation framework for the project.

By early 1971, regional training and related support activities had begun. These activities fell into five major "phases":

- providing multi-agency training with heavy emphasis on correctional management concerns, designed to supplement the training provided by each state;
- researching, publishing and distributing relevant educational materials;
- awarding scholarships for staff development experiences not available through the training programs of SCMTC or the southeastern states' correctional agencies;
- providing limited technical assistance on staff development matters and suggesting references for other matters.
- developing, expanding and strengthening the role and responsibility of the Regional Advisory Council.

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\* Five members were drawn from state correctional agencies, six from state educational institutions, one from a state planning agency, and one from the LEAA Regional Office.

\*\* Initial Grant Application, p. 10-11.

All of these activities have continued throughout the more than five years that the project has operated.\*

During 1971 nine basic management programs and one specialized workshop were offered. A total of 167 correctional administrators received training. Four publications were prepared for nationwide distribution; four agencies received training materials and technical assistance; and fourteen scholarships were awarded. On December 19, 1971, the project received its second LEAA grant for \$100,000.

During the sixteen-and-one-half months covered by the second grant, ten programs were held involving a total of 199 participants drawn from all the states in the region. To provide this training over 40 outside consultants were used in addition to project staff and Institute of Government personnel. Three publications were prepared; on-site technical assistance was provided to six states in addition to responding to information requests/references on staff development/training; and seventeen scholarships were awarded. It was during this period that the Kentucky and Tennessee correctional agencies began to participate in SCMTC. They had previously been involved in a similar multi-state correctional management training project conducted by Eastern Kentucky University under LEAA funding. While both projects were in operation, coordination was achieved by having a representative from the Eastern Kentucky project on the SCMTC Regional Advisory Council. When that project was cancelled, Kentucky and Tennessee were invited to become members of SCMTC.

On March 1, 1973, the project received its third LEAA grant--this time for \$127,500, covering a 21-month period ending December 31, 1974. During this period thirteen training workshops were held, with total attendance reaching 308, drawn from all eight participating states. Two more publications were prepared and a bi-monthly newsletter, the Southeastern Correctional Review, was introduced.\*\* This newsletter is used to facilitate and expand interstate and interagency communications throughout the region. The pilot correctional exchange program was also introduced during this period. Although it received a favorable response from the agencies and individuals participating in it, this activity was not continued because of cost considerations. Project officials decided that the funds devoted to it could be more effectively used to provide more training workshops. However, the scholarship phase continued with 23 awards made. A modest level of technical assistance also continued throughout the period.

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\* Another "phase," interstate exchange of correctional staff--a mechanism for stimulating technology transfer--operated on a pilot basis in 1973-74.

\*\* Sample provided in Appendix B.

By this time the project felt that its accomplishments were significant. It had enabled correctional agencies in the Southeast "to have a greatly expanded degree of contact and interchange of strategies and techniques to improve services . . . ."\* Its training workshops were updating management skills and serving "as a catalyst for participants to share ideas and grow as professionals. . . ."\*\* The model of university-operating agency was functioning successfully. The Regional Advisory Council was functioning effectively to enhance regional cooperation and participation, and to identify the management training needs to be addressed by the project. In summary, the project felt that its "two years experience has proven the feasibility of a regional multi-agency approach to staff development for correctional personnel."\* Therefore, the project decided to apply for Exemplary Project designation. However, it was not selected for validation because LEAA felt that:

"The state of the art in correctional training is not developed to the point where we can have confidence in singling out one model as exemplary."\*\*

On July 1, 1974, the project received its fourth LEAA grant, \$154,246, for eighteen months. Fourteen workshops were presented under this grant, involving a total of 368 participants. Project officials attributed the steady growth in the attendance/popularity of the workshops to the high quality of the training provided, as well as its relevance and diversity; and to the fact that workshops were being offered throughout the region. By offering training at sites other than Athens, Georgia, more individuals in the vicinity of each site could participate without incurring substantial extra expenses. As a result, for example, in 1975 SCMTC was able to provide training to 42 percent more individuals than was originally planned-without having to request any additional funds. The other phases of the project also progressed during this period. Three more publications were prepared, the bimonthly newsletter was continued, and 29 scholarships were awarded. Technical assistance continued, emphasizing staff development but also taking on general management problems. During this period significant changes occurred in the Advisory Council. Its size was enlarged to eighteen members. But more importantly, its members unanimously agreed to expand the scope of their concerns from the narrow confines of the regional training project to the broad issues of corrections management.\*\*\*

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\* Final Report on Discretionary Grant #72-ED-04-0010, dated April 30, 1973, p. 11.

\*\* See Appendix A.

\*\*\* See Appendix C for the current By-Laws of the Council.

On July 1, 1975, the project received its fifth and final LEAA grant, for \$141,807, which is expected to be completed on December 31, 1976. Project staff are now in the midst of preparing for this year's workshops which are expected to be attended by 100 trainees.\* When this grant is completed all but one phase of project activities will definitely terminate. The one exception is the Regional Advisory Council, now known as the Southeastern Correctional Management Council (SCMC). LEAA's Regional Office in Atlanta is prepared to award a \$16,000 one-year grant to the Council to foster uniform regional implementation of the National Advisory's Commission's Standards and Goals for Corrections.\*\*

However, at the time of the validation visit the Council still had not determined how the requirement of a \$1666 in-kind contribution would be satisfied.

Although correctional agencies throughout the southeast may acknowledge the benefits of SCMTC's training program, they are apparently unable or unwilling to allocate the funds needed to assure its continuance. Since the average annual contribution needed from each of the eight states to maintain the workshop training (Phase 1) is less than \$15,000, it is all the more difficult to understand why the funding problem has not been overcome. However, when one learns that the \$1600 in-kind contribution needed to continue the work of the Council for another year, may be met by out-of-pocket contributions from its members, the magnitude of the funding problem takes on a new perspective.

## 1.2 Project Organization

The Southeastern Correctional Management Training Center operates within the organizational structure of the University of Georgia, as shown graphically on the following page.

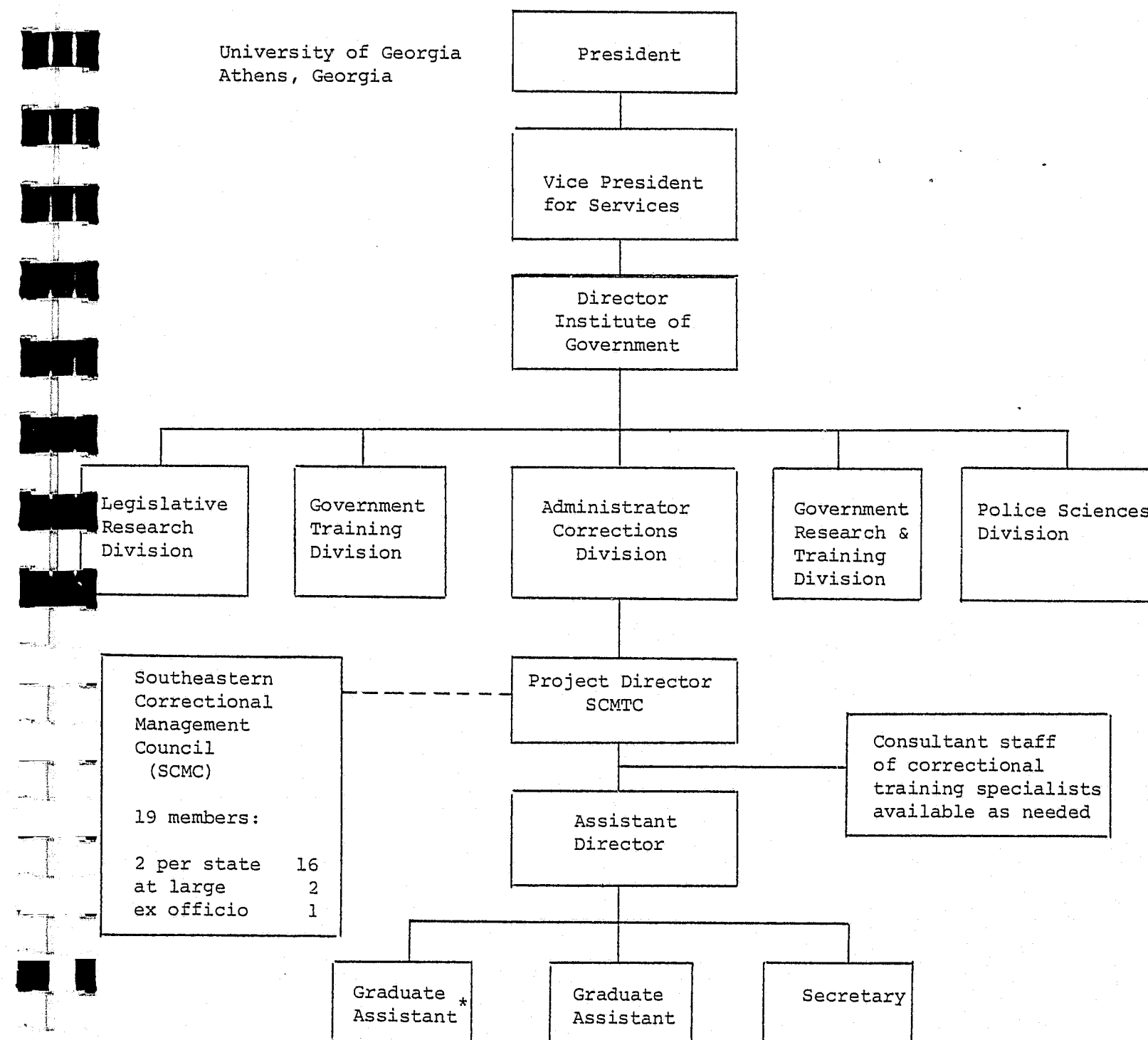
There are three major groups of contributors to project operations. The Southeastern Correctional Management Council defines the needs and priorities to be addressed by the training workshops. A consultant staff drawn largely from corrections specialists in the southeast, is used to provide most of the workshop training. The project's central staff perform all other project functions. This includes the detailed planning, scheduling and logistics of the training workshops, plus supplementing the consultant staff when appropriate. The central staff also evaluates

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\* Three groups of 25 trainees each for two week-workshops; plus a directors' workshop of about 25 people.

\*\* See Report of the National Advisory Commission on Criminal Justice Standards and Goals, Corrections.

FIGURE I  
SCMTC Organization Chart



\* Doctoral level, one-half time.

the training provided, writes and distributes project publications, reviews scholarship applications and selects recipients, provides technical assistance on request,\* and manages the overall operation of the project. Until recently the Project Director\*\* was a full-time position held by Ms. Joann Morton, but she left to work in South Carolina's Department of Corrections. Mr. Donald Brewer, the Administrator for the Institute of Government's Corrections Division, is now part-time Acting Director of the project. The Assistant Director is Mr. Stephen Saunders, who works full-time on the project.

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\* Generally limited to answering questions and giving advice over the phone, and referring callers to other sources of information.

\*\* The Project Director is the non-voting Executive Secretary of SCMC.

### 1.3 Project Operations

The primary activity of SCMTC is providing training workshops; in terms of emphasis about 75 percent of project resources are devoted to it.\* The process begins when SCMC decides what the regional training needs and priorities are by subject matter and audience.\*\* In some cases location and time may also be established. With these specifications, project staff make the necessary arrangements for trainers and facilities. Most training is done at the University of Georgia's Center for Continuing Education, but courses are also offered at several other locations throughout the region. The project prepares a promotional brochure which briefly describes all phases of its activities, specifies the schedule/location of the next year's workshops, and describes briefly the target audience for each workshop.\*\*\* These brochures are widely distributed and invite inquiries for further details.

Registration for the workshops is generally handled by each agency's training office. Programs and applications are mailed out to each agency approximately six weeks prior to the date of the workshop. Every effort is made to accommodate all who wish to participate; however, the workshops are limited in attendance. Applications are processed primarily on a "first-come, first-served" basis, but priority is given to applicants from correctional agencies of the southeast, with others accepted when space is available. The basic management training workshops are two weeks long, with a six-week hiatus between the first and second weeks. During this period the trainee returns to his agency, where he is encouraged to put into practice the principles learned during the first week. With this background, the trainee is better prepared to address the problems of implementation in practical terms during the second week when the principles are considered in greater depth and specificity. The advanced/specialized training workshops last only one week. For both basic and advanced workshops, participants complete assessment questionnaires which are used to evaluate the workshops. Additional evaluative data are collected through other questionnaires completed six weeks after the trainee completes the workshop. A graphical summary of workshop activities is provided in Appendix K.

\* The relative emphasis may vary slightly from year to year, but roughly it is distributed across the five phases as follows:

Workshops	75	Scholarships	5
Publications	10	Technical Assistance	5
		Regional Council	5

\*\* For example, some workshops are intended to be limited to commissioners, institutional superintendents, or parole board members.

\*\*\* See Appendix D for a sample brochure.

The project reimburses workshops participants at \$19 per day for room and subsistence. Travel and anything above the allowed per diem are the responsibility of the participant or his agency.

The other phases of the project operate very simply. The project's Assistant Director is the editor of the newsletter. It contains original articles and reports on successful ongoing programs in the region. Correctional personnel are encouraged to submit information and articles for publication. The other publications are prepared by the graduate assistants and occasionally by others involved in project operations. The scholarships are awarded to subsidize participation by corrections personnel in training events other than those sponsored by SCMTC. The maximum award is \$150. Awards are based on the quality of the program and the need of the person/agency requesting the award. Technical assistance is rendered to agencies and personnel in the region in various areas of correctional administration, primarily staff development and training. Most requests are handled over the phone by providing the specific information needed or by referring the caller to someone who can provide the information.

Some performance statistics for these phases have been provided in Section 1.1. Further details are presented in Section 2.1 and the Appendix.\*

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\* Workshop attendance by state/agency, subject matter and period is provided in Appendix E, and Appendix M presents the current correctional staff levels (totals by state and function) from which trainees are drawn.



## 2.0 Selection Criteria

In this section the project is considered in terms of the five exemplary selection criteria.

### 2.1 Measurability

Some aspects of the project's operations can be objectively measured. These measures pertain to simple output levels, e.g., numbers of workshops, participants and publications, all of which are reported in Section 2.2. In addition to these measures the project has accumulated a large volume of "evaluative" data pertaining primarily to the training workshops. At the end of each workshop, participants evaluate the training provided through a post-conference evaluation form. Six weeks later they are requested to re-evaluate the training in light of their preceeding six weeks of work experience. Similar data are collected from scholarship recipients. Evaluations of the other phases of the project are much more informal and the volume of data understandably sparse. The final reports for the grant periods summarize the findings of these evaluations. To this extent the project does have a built-in evaluation component.

From its inception the project has been concerned with evaluating its performance. At the first meeting of the Regional Advisory Council in the Fall of 1970, an evaluation subcommittee was established. Thereafter, every grant application and final report includes a lengthy discussion on project evaluation. Despite these indications that the project has been concerned with evaluating its performance, no comprehensive evaluation of the project's performance has ever been undertaken.

SCMTC was established to increase the management capabilities of the region's correctional authorities so that they could in turn improve the operations and effectiveness of their agencies. There is no evidence that any of the project's evaluation activities have addressed these objectives. Although some grant applications have mentioned pre- and post-testing of workshop participants to determine the nature and amount of change that takes place in them during the training period, evaluation of this kind has not been attempted. Nor has any attempt been made to relate the changes which have occurred in correctional agencies to the training given to the managers of these agencies.\* Admittedly an

\* LEAA's Regional Office Corrections Specialist feels the project has trained many upper and mid-level correctional managers but also recognizes that, on occasion, counselors and VISTA volunteers have been included as well, in order to balance the training clientele and meet attendance goals. According to project officials about 60 percent of the 70 correctional administrators at the deputy commissioner level and above have received training, averaging 40 hours per person. With such limited involvement at this level it seems unlikely that institutional changes which have occurred are attributable to SCMTC training.

impact evaluation concerned with such changes could be a complicated and expensive undertaking. Perhaps for these reasons both SCMTC and LEAA Regional officials appear to have been satisfied with limiting the project's evaluation concerns to impressionistic aspects of the training.\*

As discussed above and in Section 2.2, there is objective evidence that the project's output objectives have been achieved. However, no attempt has been made to measure individual or institutional management changes attributable to the training provided by the project. It should also be noted that some of the project's achievements are not susceptible to measurement. A listing of those which project officials consider most significant is presented in Appendix L.

## 2.2 Goal Achievement

The Southeastern Correctional Management Training Council has been established ultimately to reduce crime by improving correctional management practices, specifically:

"to better prepare them (key correctional personnel) to perform management functions required to provide services to the public offender that will reduce crime by breaking the crime cycle."\*\*

Sometimes this long-term goal has been explicitly recognized by the project; at other times it has only implicitly directed project activities. There is no evidence that SCMTC has contributed to a reduction in crime, or that it has produced quantifiable improvement in the correctional component of the criminal justice system. Nevertheless, there is ample quantifiable evidence that the project has had considerable success in accomplishing its short-term objectives. These are the only objectives considered in SCMTC's Exemplary Project application. They are associated with the five phases of project activity discussed below.\*\*\*

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\* These aspects covered Attainment of Workshop Objectives and Pre-Workshop Expectations, Teaching Techniques, Subject Content, Workshop Elements, Relevance of Workshop and Materials to Job. Sample evaluation forms are presented in Appendix I.

\*\* Application for Grant #73-ED-04-0006, p. 13, submitted November 16, 1972. See also application for Grant #74-ED-04-0009, p. 11.

\*\*\* In this discussion the goals of the application have been reworded to link them more directly with the project phases. Statistics on the current grant are not shown because they are not yet available.

### 2.2.1 Provide Workshop Training Opportunities to Correctional Personnel

As previously noted, this phase has received the major emphasis throughout the project's life. There are several quantitative indicators which show the growth in its output, as summarized in Figure 2 below.

Figure 2  
Key Workshop Statistics

	Grant*			
	A	B	C	D
Workshops	10	10	13	14
Participants	167	199	308	368
Participant Training Hours	6,012	7,164	10,160	12,352
Agencies Represented	22	21	29	33

\* The grants cover the following periods:

- A: 6/1/70 - 12/31/71; 19 months
- B: 12/15/71 - 4/30/73; 16.5 months
- C: 3/1/73 - 12/31/74; 22 months
- D: 7/1/74 - 6/30/75; 12 months.

In considering these and subsequent operating statistics, it should be noted that in many cases the project exceeded its planned performance, as defined in its Grant Application. For example, the 368 participants served in the most recently completed grant was 42 percent over what was planned.

The subject matter presented in these workshops is summarized in Figure 3. A review of these subjects in light of the National Commission's Standards and Goals for Corrections,\* and the post-training evaluative comments\*\* of the participants, confirms the relevance of this subject matter. These comments also demonstrate that the trainees were generally enthusiastic about the quality of training. Over 90 percent of last year's trainees felt that the workshop training was worth their time and should be continued, and were willing to recommend it for their peers.

However, the effects of the training are unclear. No attempt has been made to determine the degree of nature of change that has occurred in the participants or their agencies as a result of the training. Although agency changes are occurring it cannot be shown that they are due to SCMTC's workshops or other training activities.

\* Op. cit.

\*\* See Exemplary Project Application, Attachment A, Appendix H: Program Review Memorandum, p. 6-10.

Figure 3  
Subjects Covered in Workshop Training

	Grant			
	A	B	C	D
Executive Development	X			
Management Development	X			
Basic Management I	X	X	X	X
Basic Management II	X	X	X	X
Staff Development	X			X
Community Based Corrections	X			X
AMA Training	X			
Labor Relations		X		
Management of Change		X	X	
Planning		X	X	
Admin. of Rehabilitation Programs		X		
Personnel		X		
Executive Effectiveness		X	X	
Mgt. of Riots and Disorders		X	X	
Rights of Offenders			X	X
Training Methods			X	X
Employee-Agency Relations			X	X
Female Offenders			X	
Program Effectiveness			X	
Implementation of Detention Standards				X
Parole Decision Making				X
Manpower Issues in Corrections				X
Special Issues			X	X

#### 2.2.2 Publish Resource Materials for Correctional Personnel

During every grant period, the project has prepared and distributed educational materials developed specifically for correctional personnel. A total of 13 documents have been prepared, distributed by grant as follows:

Grant A: 3 documents

Grant B: 3

Grant C: 3

Grant D: 4.

A complete listing of these documents is provided in Appendix F. At least 500 copies of each document have been printed and distributed, with many requests received from throughout the country. The Institute of Government decided that the quality of, and demand for, all of these publications were sufficiently high that it is making them available for sale. LEAA has also recognized the relevance and quality of the output from this phase of the project. The National Institute of Law Enforcement and Criminal Justice used one document, Management by Objectives, as a prescriptive package. Two others have been reviewed by the National Criminal Justice Reference Service; Readings in Labor Management Relations and Crime and Corrections: A Guide to Action. Others are expected to be reviewed as they become available.

The Southeastern Correctional Review is another publication activity. This regional newsletter is published bimonthly to enhance linkages and communications across agency lines to the eight states, and to call attention to items of interest from national sources. A sample of the newsletter is presented in Appendix B.

#### 2.2.3 Award Scholarships to Supplement Specialized Training

During every grant period the project has awarded a limited number of \$150 scholarships to supplement the training of southeastern correctional staff in subjects so specialized that they are not offered in the workshop phase. A total of 84 scholarships have been awarded, distributed by grant as follows:

Grant A: 15

Grant B: 17

Grant C: 23

Grant D: 29.

\* That is, abstracted for the Selective Notification Index.

During the last grant, twelve different developmental/training events were attended by scholarship recipients. A review of their titles and sponsors gives a good indication of the variety of opportunities which are made available through this phase of the project.\* According to project officials,

"the overwhelming number of the scholarship participants indicated that their expectations of the development experiences were met, and that they had been exposed to an event that was both valuable and practical. It might be concluded that dollar for dollar the scholarship program was one of the most successful phases of SCMTC."\*\*

#### 2.2.4 Provide Technical Assistance in the Areas of Staff Development and Management

During every grant period the project has provided technical assistance. However, as noted in the project's Application:

"this is one of the most difficult phases to evaluate, since project staff serve as 'the person on the other end of the phone' for a wide range of requests, not all of which are recorded. . . ."\*\*\*

Despite these limitations the project's application for exemplary designation gives a general impression of the services provided in this phase:

- Over 90 percent of the requests are handled by correspondence or phone. Less than 10 percent involve on-site consultation. This is to be expected given the project's limited staff and the nature of the requests.
- Over 50 percent of requests are for reference assistance (both documents and personnel). 30 percent are requests for publications; and the remainder are concerned with direct problem-solving and conducting training seminars.

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\* See Appendix

\*\* See Exemplary Project Application, Attachment A, Appendix H: Program Review Memorandum, p. 15.

\*\*\* Ibid., p. 18-19.

There is insufficient data to assess the quality of the assistance but project staff are satisfied that it meets the needs of the recipients.

#### 2.2.5 Develop, Expand, and Strengthen the Role of the Regional Council

Over the five years that the project has been in operation, the Council has assumed increasing responsibility for correctional management concerns of the region. Initially the Regional Advisory Council was concerned solely with determining the regional training needs and priorities to be addressed by SCMTC's workshops. Then it began to interact with LEAA's Regional Office regarding the impact of some LEAA programs, and regional activities and problems involving corrections. Its success in these matters apparently stimulated it to broaden and formalize its regional correctional responsibilities. As a result in May, 1975, the Council adopted a constitution and by-laws for the purpose of assuring the long-term continuance of its regionwide activities, encompassing far more than the management training activities of SCMTC. According to project officials the establishment of the Southeastern Correctional Management Council (SCMC) is a particularly important achievement because

"it indicates that regional coordination and cooperation will continue beyond the current grant period."\*

While it is clear that the Council has, in fact, assumed its broadened responsibilities,\*\* there is some question about its long-term viability--at least to the extent that it is dependent on operating funds. Although LEAA's Regional Office is prepared to award the Council a one-year \$16,000 grant to continue its work, the grant is subject to obtaining a \$1600 in-kind cash contribution. The Council apparently can find no way to obtain the needed funds from the state correctional agencies of the region; and, thus far it has had no success in obtaining the funds from other sources. The Council, therefore, has recently voted that

"if all other efforts to obtain the \$1600 cash match necessary to implement the project failed, they would match it out of their pockets."\*\*\*

One can be legitimately skeptical about the long-term viability of the Council when, after five years of operation, it must resort to such financial stratagems. On the other hand, it does show a strong commitment to the goals of the Council.

\* Ibid., p. 4.

\*\* See Appendix H.

\*\*\* See Exemplary Project Application, Attachment A, Appendix H, Program Review Memorandum, p. 21.

### 2.3 Efficiency

Both SCMTC and LEAA Regional officials believe that the project's costs have been reasonable and that its benefits justify the costs. However, actual costs were not segregated by phase and the benefits of the project are quantifiable only in terms of output--not impact. Therefore it is impossible to analyze the project's performance in cost-benefit terms.

The project application does contain some simplified cost effectiveness figures which show that the average cost per trainee for a workshop has been reduced more than 50 percent over the years, from \$1573 during the second grant to \$725 during the most recently completed one. No doubt this reduction is partly attributable to the improved efficiency with which SCMTC has run its workshops. But, this unit cost is also affected by the fact that the fixed costs of workshops is reduced when the same workshop is repeated. The unit costs are reduced in this way and also by opening the training to large groups which is achieved by holding some sessions throughout the region, e.g., in Mississippi and Florida, rather than at one central location, Athens, Georgia.

Overall it seems that the project's costs have been reasonable in terms of the numbers of individuals receiving training. However it is difficult to analyze unit costs in absolute or relative terms. The project's conclusion is probably as precise as one can get:

"informal contacts with other groups indicates that they (other multi-agency staff development programs operating at regional and national levels) have had more funding, reached fewer people, with less lasting carryover than this project."\*

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\* See Exemplary Project Application, Attachment A, Appendix H: Program Review Memorandum, p. 23.



#### 2.4 Replicability

The project does address a reasonably common concern. The components of many correctional systems are likely to be operating in isolation with little sharing of problems or solutions among components within a state's system or among components/systems within a region. Moreover, as the problems and complexities of these systems continue to grow, the need for improved management practices becomes more severe. This need can best be met through formal training, and strong arguments can be made for providing it on a regional basis as SCMTC has done.

Adequate documentation does exist to permit a general understanding of the project's methodology and operations. However, as in many training programs the detailed training materials continue to undergo revision, and are not generally available because they are maintained by the trainers, who usually are not members of the project's staff.

There appear to be no restrictions on the size or type of correctional agencies which could participate in such a regional training project. However, there are two special features that appear principally responsible for the project's success and could seriously limit the prospects for its replicability.

First, correctional authorities within a region must recognize the need for providing correctional management training on a regional basis, and be committed to satisfying that need. Second, there must be a host agency with the experience, staff and stature needed to plan, organize and administer the project. Although there may be several regions in which correctional authorities recognize the need and want to respond to it, the prospects for finding qualified and dedicated host agencies to administer the project do not seem bright. As project officials have noted:

"when the program began in 1970 there were five or seven multi-agency staff development projects funded by LEAA at that time. . . . only Western Interstate Compact of Higher Education and the New England Regional programs are still ongoing in any fashion. . . ."

In discussions with project and LEAA Regional staff, a few organizations were mentioned as possible prospects for host agencies including the LEAA-funded Centers of Excellence, the HEW-funded University Crime and Delinquency Centers, criminal justice degree programs, and the Institute of Government's Corrections Division. However, the status of these programs and the specific organizations included in them was not known.

\* See Exemplary Project Application, Attachment A, Appendix H: Program Review Memorandum, p. 21.

## 2.5 Accessibility

LEAA funding for SCMTC will end on December 31, 1976. This will mean that the workshop, scholarship and technical assistance phases will terminate. Also, no new publications will be prepared although existing ones will continue to be available through the Institute of Government. As previously discussed, it seems likely that the Council will have at least one more year of funding. Overall, the long-term, i.e., post-1976, accessibility of the project is not good because of its funding problems.

### 3.0 Summary of Project Strengths and Weaknesses

#### Major Strengths

- Has developed a regional correctional management training capability with several phases designed to be responsive to a wide range of needs.
- Has provided correctional management training through workshops and scholarships which met or exceeded the relevance and quality expectations of the vast majority of the trainees.
- Has published resource documents of sufficient value for LEAA to select them for wide distribution.
- Has fostered the growth of a regional correctional management council which has helped to reduce the high degree of isolation previously so common on both inter-agency and inter-state levels.
- Has achieved all of this with a relatively modest level of funding.

#### Major Weaknesses

- Has failed to generate sufficient enthusiasm and support to permit the project's long-term continuance.
- Has not attempted to demonstrate changes in correctional managers or their agencies which can be attributed to the training provided by the project.
- May not have trained sufficient numbers of high-level correctional administrators for long enough periods for them to be able to effect institutional changes.
- Raises serious reservations about the degree to which the project satisfies two Exemplary Project Selection criteria: replicability and accessibility.

Appendix A

LEAA Statements on SCMTC's  
Two Exemplary Project Applications



UNITED STATES DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE  
WASHINGTON, D. C. 20530

January 28, 1974

Joann B. Morton, Director  
Southeastern Correctional Management Training Council  
University of Georgia  
Institute of Government  
Athens, Georgia 30602

Dear Ms. Morton:

The Southeastern Correctional Management Training Council has been reviewed by LEAA's Office of National Scope Programs, the National Institute of Corrections and Institute staff. Although we were impressed with the program, we feel the state of the art in correctional training is not developed to the point where we can have confidence in singling out one model as exemplary. Inasmuch as only twelve programs this year will be designated as exemplary, we must be highly selective.

However, information about the program has been sent to the National Criminal Justice Reference Service and Target (ICMA's bulletin of successful LEAA funded projects). This will be available for national dissemination.

Thank you for your interest and participation in the Exemplary Project Program.

Sincerely,

*Paul Cascarano*

PAUL CASCARANO  
Office of Technology Transfer

cc: Georgia SPA  
Atlanta RO



UNITED STATES DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

REGIONAL OFFICE

Suite 985, 730 Peachtree Street, N.E.  
Atlanta, Georgia 30308

December 23, 1975

TELEPHONE

404/526-5868  
404/526-3414  
404/526-3556

Ms. Jo Ann Morton, Project Director  
Southeastern Correctional Management  
Task Force  
University of Georgia  
Athens, Georgia 30601

Dear Ms. Morton:

Subject: Exemplary Project

The Regional Office of LEAA recognizes the fine performance of the Southeastern Correction Management Training Council in meeting the training needs of Region IV Correctional Administrators and staff. Project staff are to be commended for the last five years of effort, dedication, commitment, quantity and quality of training and organizational leadership.

The Regional Office nominates SCMTC for consideration as an Exemplary Project. While there may be problems in measurement/evaluation, it would still be worthwhile to apply for consideration since no exemplary training projects have been selected by LEAA. The Project recommendation should be sent to SCC & LEAA RO IV simultaneously by January 28, 1976. This gives you a month to work on it. With SCC & LEAA RO endorsement it will be forwarded to Office of Technology Transfer in Washington, D. C. Deadline for consideration is February 28, 1976. Announcements will probably occur between June - September 1976. Please let me know if I can be of any help to you in drafting this paper.

Sincerely,

*B. Bruce Cook*

B. BRUCE COOK, Ph.D.  
Corrections Specialist





UNITED STATES DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

REGIONAL OFFICE

Room 985, 730 Peachtree Street, N. E.  
Atlanta, Georgia 30308

February 24, 1976

TELEPHONE

404/526-5868  
404/526-3414  
404/526-3556

Ms. Mary Ann Beck  
Office of Technology Transfer  
U. S. Department of Justice  
Law Enforcement Assistant Administration  
Washington, D.C. 20531

Dear Ms. Beck:

The purpose of this letter is to encourage the serious consideration of the Southeastern Correction Management Training Council project as an Exemplary Project.

This project represents one of a very few really outstanding discretionary grants which has been awarded in Region IV. The SCMTC has been supported through discretionary grant funds for six years and has been shown to be consistently viewed as a highly successful program by correctional administrators throughout the Southeast.

It is requested that you give this project very serious consideration for inclusion in the Exemplary Project Program.

Cordially,

*J. Price Foster*

J. Price Foster, Ph.D.  
Manpower Development Specialist

Appendix B

Sample of SCMTC's Bimonthly  
Newsletter, the Southeastern Correctional Review

scmtc

# Council Training Project Takes New Direction

The Southeastern Correctional Management Training Council (SCMTC) has provided management training of a broad and general nature to upper and middle-level correctional managers in our eight state region for over five years. Programming has included not only the workshops but also technical assistance, numerous resources monographs, this newsletter, and a scholarship program.

While not all of this has changed this year, the project has definitely taken on new direction. Replacing the variety of topic areas addressed in the past, the SCMTC will concentrate on three major areas during 1976. These will be adult classification and diagnostic services, juvenile classification and diagnostic services, and alternatives to institutionalization. These areas of concentration were selected by the Southeastern Correctional Management Council, the regional organization which serves as advisory panel to the training project. This group, chaired by Commissioner Allen Ault of Georgia, is composed by proportional representation of top level correctional managers from the eight states in our region.

It is in these three areas of emphasis that workshops will be held. Each area will be the subject of two week long programs with two to three months "back home" time between each session for practical application of suggested programs and theories. Consultants will be available for technical assistance in implementing or modifying programs. Resource publications for the year

will also address alternative programs and classification and diagnostic systems.

The Council would like to express its appreciation to all of those persons in operating agencies throughout the region who have taken their time to help provide us with information about their programs. This is being done through questionnaires sent to the agencies; the information gathered from these will be used to determine program content. Four levels of management - from state commissioners and directors to counselors and staff in alternative and classification and diagnostic programs - are responding to a variety of questions about agency staffing, general programs, goals, evaluation procedures, budget, and the like.

Responses received to date indicate a not unexpected wide diversity in organization, programs, and development among agencies. The collected data is currently being further processed; a preliminary analysis of the survey will be presented to the total Council. If you have been asked to complete a questionnaire, please return it to our offices at your earliest convenience.

Like the overall thrust of this year's training project, the newsletter will address its articles to our major topics of concern. He will also discuss the setting and implementing of standards and goals in general.

More detailed program information will be distributed as soon as it becomes available. We look forward to another successful year of programming.

national

## N.A.B.C.J. Plans Conference

The National Association of Blacks in Criminal Justice (N.A.B.C.J.) has set February 29 to March 3, 1976, as the dates for their annual conference. The conference will be held at the Sheraton-Dallas Hotel, Southland Center, Dallas, Texas.

This year's program is touted as a real classic. Comprised of persons concerned with the problems of blacks and other minorities, the program has been designed to provide some solutions to problems, alternatives to others, and general discussion of major issues within the field. Emphasis is being placed on input from the practitioner.

The following are a few of the many workshops, training sessions, and seminars being offered:

- Therapeutic Abuse in Corrections
- Women - The Neglected Criminal Justice Asset or Liability
- The American Scandal - Treatment of Black Children
- Problems and Solutions in Implementing Diversion Programs
- Discretionary Power and Its Abuse and Use
- The Evaluation of Police Roles and Functions
- The Dilemma of the Black Policeman - Can One be Both Black and Blue?
- Rape . . . Issues, Answers and Solutions
- Crime Prevention in the Black and Minority Communities
- The Black Policemen's Responsibility to the Black Community and the Community's Responsibility to the Officer
- Plea Bargaining - Abolition or Control?
- Sentencing Disparity and its Effect on the Black Community
- "Status Offender" What Happens to the Child?
- Court Monitoring - Approaches, Techniques and Models
- Problems and Solutions for Court Management and Administration
- Black Legislators as Change Agents in Criminal Justice
- The Black Judiciary, Where Responsibility is a Two-Way Street
- The Role of the Press and its Influence on Criminal Justice
- Victimology
- Sensitivity for the Criminal Justice Worker and the Community Resident

The registration fee is \$35.00; \$10.00 for students. Checks should be sent to N.A.B.C.J., Att: Jimmy Bell, P. O. Box 10941, Jackson, Mississippi, 39209. Further information may be obtained by contacting Conference Chairman John H. Jeffrey's, Institute of Government, Athens, Georgia, 30602 (404) 542-2887 or by calling any of the following regional contact people:

- Jeannette Allen - Fayetteville, NC (919) 483-6144
- Donald Armfield - Petersburg, VA (804) 526-5111
- John Blake - Chicago, IL (312) 493-0700
- Andrew Chishom - Columbia, SC (803) 777-6502

international

## European Study

How does Summer in Europe sound? What about earning some credit hours towards a degree? An opportunity to do both is being planned by Bob Page, a criminal justice consultant from Florida.

Sponsored by a university which will award graduate and undergraduate credit of 6 to 9 semester hours, the Criminal Justice Program of summer study will last four to six weeks. Police, courts, and corrections will be studied in several European countries. Contact has already been made with Germany, Belgium, the Netherlands, Finland, Sweden, and Poland.

There will be a limit of 25 participants taken on a first come, first served basis. The scheduled departure date is the third week of July, 1976. If you would like to take part in the planning or are interested in going contact:

Mr. Bob Page  
5106 South Pine Drive  
Jacksonville, Florida 32207

national

## Conferences

**Criminal Justice Planning: Emerging Concepts and Field Experience**, April 14-16, 1976, The Fairmont Hotel, New Orleans, La. Contact the National Clearinghouse for Criminal Justice Planning and Architecture or your LEAA Regional Office for more information.

**23rd National Institute on Crime and Delinquency**, June 13-16, 1976, The Concord Hotel, Kiamesha Lake, NY. For additional information contact NICD, Suite C, Executive Plaza 11, Hunt Valley, Maryland 21030.

**1976 Annual Conference on Pretrial Release and Diversion**, April 19-23, 1976, International Hotel, New Orleans, La. Sponsored by the National Association of Pretrial Services Agencies. Contact Merrill Grumer, Pretrial Services Division, 219 N. Broad Street, 6th Floor, Philadelphia, PA 19107, phone: (215) 686-7410.

**American Society for Public Administration in 1976 National Conference**, April 19-22, 1976, Sheraton Park Hotel, Washington, D.C. Additional information may be obtained by writing ASPA, 1225 Connecticut Ave., N.W., Washington, D.C. 20036.

# Task Force on Women Appointed

South Carolina Department of Corrections (SCDC) Commissioner William D. Leeke recently appointed an agency-wide Task Force on Women Employees and Women Offenders to look into the problems of that group.

Leeke is a member of the Advisory Board of the National Resource Center on Women Offenders, sponsored by the American Bar Association's Commission on Correctional Facilities and Services and the ABA Section on Criminal Justice.

Members of the SCDC task force include employees from various divisions and institutions of the agency. In the task force's initial briefing, Leeke emphasized that he wanted the group to utilize any other groups or individuals able to assist in carrying out the missions of the task force. This would include other agency employees, members of other agencies or organizations, private citizens, offenders and ex-offenders.

The initial mission of the task force has been defined "as the study of the status, role, function and future of women employees and/or women offenders within the SCDC in relation to the Civil Rights Act, Equal Employment Act, recommendations of the National Advisory Commission on Criminal Justice Standards and Goals and other laws/standards which might affect such persons."

- Specific objectives of the task force include:
- Evaluation of the present status of women employees and women offenders
  - Identification of any current needs, problems or deficiencies
  - Recommendation of solutions which will alleviate current needs, problems or deficiencies
  - Proposal of an implementation plan

The task force is currently compiling available data on employees and offenders of the agency to assist in determining the status of women in the SCDC. It is anticipated that a random sampling of employees will be asked to complete a questionnaire concerning working conditions, promotion policies and procedures, mobility and related matters.

Since the task force has the dual purpose of dealing with employees and offenders, a questionnaire will also be prepared specifically for the woman offender. A sampling of women offenders will be interviewed so as to comprehensively identify both prevalent common needs and unique individualized needs.

When these and other studies are completed the task force will make their recommendations to Commissioner Leeke.

The task force membership includes racial minorities, men and women and persons from administrative, treatment and security areas of the SCDC.

## Elayn Hunt



It is with great sadness that we report the death of Elayn Hunt, Director of the Louisiana Department of Corrections, on February 3, 1976. Ms. Hunt had been suffering from intestinal problems.

Her untimely death deprives the field of corrections of one of its most dynamic administrators. Well known for her work in prison reform, Ms. Hunt had announced early in her administration her "long-range plans, including the promotion of small community-oriented institutions". She felt "that large institutions are dehumanizing and . . . smaller institutions would allow expansion of work release and similar programs which are badly needed in the state's prison system" (from the Baton Rouge Sunday Advocate)

Excellence is the key word in describing Ms. Hunt's career. She was an honor student throughout high school and college, acquiring a Bachelor of Arts Degree in Journalism, followed by a Bachelor of Law degree, both from Louisiana State University. Her activities in civic and community affairs were extensive. Ms. Hunt was a delegate to several presidential nominating conventions and served on the Louisiana Democratic State Committee from 1964 to 1968. Her career included time to be a wife and mother of four children.

The Southeastern Correctional Management Council, at its recent meeting in Birmingham, passed a resolution of sympathy to Ms. Hunt's family and is making a contribution to the Elayn Hunt Scholarship Fund at LSU. Her passing leaves a void which will be difficult to fill.

### SOUTHEASTERN CORRECTIONAL REVIEW

Project Director ..... Joann Morton  
Assistant Director/Editor ..... Steve Saunders

Funded by LEAA Grant No. 75-ED-04-0010

Material on any aspect of corrections, particularly pertaining to the Southeast, is welcome and will be considered for publication. Letters and manuscripts should be addressed to Editor, Southeastern Correctional Management Training Council, Institute of Government, Academic Building, University of Georgia, Athens, Georgia 30602.

*Views expressed in the Review are those of the editor or authors and not necessarily those of any contributing agency or the University of Georgia.*

### publications

## New SCMTC Texts Announced

- Correctional Application in Change Theories by Mark L. McConkie (1976) 102 pages. Free as long as supply lasts.
- Time Management in a Correctional Setting by Mark L. McConkie (1976) 100 pages. Free as long as supply lasts.
- Role of Interpersonal Trust in Corrections by Mark L. McConkie (1975) 112 pages. Free as long as supply lasts.
- Selected Readings from SCMTC Seminars, edited by Mark L. McConkie (1975) 91 pages. Free as long as supply lasts.
- Management by Objectives: A Corrections Perspective by Mark L. McConkie (2nd printing 1975) published by National Institute of Law Enforcement and Criminal Justice; available from: Superintendent of Documents, U.S. Governmental Printing Office, Washington, D.C. 20402.
- Media Aids for Corrections: 16mm Films by Lawrence E. Cummings, Charles H. Bishop, Jr. (1972) 166 pages \$3.50
- Case Studies for Correctional Staff Development Training by Charles Hartness, Charles H. Bishop, Jr. (1971) 114 pages \$2.50
- Readings in Public Employees/Management Relations for Correctional Administrators, edited by Joann B. Morton, Kirkwood M. Callahan, Nicholas A. Beadles (1973) 154 pages \$3.50
- Crime and Corrections: A Guide to Action by Kirkwood M. Callahan (1973) 36 pages \$1.50
- For further information, contact Editor, Institute of Government, Terrell Hall, University of Georgia, Athens, Georgia 30602.

### SOUTHEASTERN CORRECTIONAL

## REVIEW

Eastern Correctional Management Training Council  
INSTITUTE OF GOVERNMENT  
UNIVERSITY OF GEORGIA  
ATHENS, GEORGIA 30602

Cost: \$259.00  
Quantity: 2M

### highlights

## President Ford's Policy on Crime

Crime is one topic on which the White House and Congress have a chance to agree.  
WHAT MR. FORD WANTS:

PENALTIES—Order mandatory minimum sentences for persons convicted of violent federal crimes, increase the maximum fine from today's standard \$10,000 to \$100,000 for individuals and \$500,000 for organizations.

VICTIMS—Pay up to \$50,000 to persons injured in a federal offense.

GUNS—Tighten control of dealers, outlaw sale of cheap "Saturday-night specials" handguns. Mr. Ford, though, opposes registration on guns or owners.

PROFESSIONAL CRIMINALS—Quickly identify and prosecute repeat offenders in serious cases, make it illegal to operate a racketeering syndicate.

COURTS—Divert more first offenders into rehabilitation projects before trial, create 51 new U.S. district judge-ships to speed handling of cases.

FUNDING—Increase federal aid to local and state law enforcement agencies.

Not all these proposals will pass. Yet, too many Americans are fed up with crime to allow either political party to brush off the subject.

Editor's Note: This article was reprinted from the Fulton County (Georgia) Volunteer Probation Counselor Newsletter (Vol. 5, No. 4, Dec. 1975).

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Appendix C

By-Laws of the Southeastern Correctional  
Management Council

BY-LAWS  
OF  
SOUTHEASTERN CORRECTIONAL MANAGEMENT COUNCIL

\_\_\_\_\_

SOUTHEASTERN CORRECTIONAL MANAGEMENT COUNCIL

BY-LAWS

ARTICLE I.

THE COUNCIL

SECTION 1. Purposes of the Council. The Southeastern Correctional Management Council has the following purposes and objectives:

A. To provide a unified voice for the articulation of correctional goals, objectives, policies, and practices for corrections in the Southeast Region of the United States.

B. To promote the delivery of services to the criminal offender which will facilitate his capacity to cope with societal expectations for his behavior.

C. To establish an information network within the eight-state region which will provide objective data necessary to the formulation of public policy regarding corrections.

D. To identify and facilitate the implementation of common standards of practice among the several components of correctional services within the eight-state region.

E. To facilitate mutual problem-solving efforts and activities within the field of corrections in the region.

F. To initiate action which will facilitate the development of sound public policy with respect to corrections within the region and within the United States as a whole.

SECTION 2. Membership of the Council. The Council will consist of 18 persons, at least two of whom shall be residents of each of the following eight states: Alabama, North Carolina, Georgia, Florida, Kentucky, Mississippi, South Carolina and Tennessee. Members will be elected from the following categories in the numbers indicated below:

<u>Category</u>	<u>Number</u>
State Correction Agencies	5
State Juvenile and Youth Service Agencies	4
State Parole and Probation Agencies	4
Educational Institutions	2
Local Correctional Agencies	1
At Large	2

SECTION 3. Criteria for Election. In the election of members of the Council, these criteria shall be met without exception:

A. The Council will be proportioned according to the categories named above.

B. The Council will include at least two persons from each of the eight states.

C. Members of the Council will at the time of the election meet the following qualifications:

1. Be currently active in the administration, management or supervision of correctional services in the category from which they are nominated.

2. Have a minimum of four years of full-time experience in corrections and/or a closely related field.

SECTION 4. Election of Council. Vacancies on the Council will be filled by election by members of the Council provided that no member of the Council's term of office scheduled to expire shall participate in elections.

SECTION 5. The members of the Council will be elected for staggered terms so that the terms of four members shall expire each year. Any Council member of the original group elected to a term of two years or less may be renominated for a full term. In no case will a Council member serve more than seven consecutive years. Successors to the original Council will be elected for terms of five years and will be ineligible to succeed themselves until one year has elapsed the prior term of office.

A vacancy on the Council will be declared by the Council and a successor nominated and elected at the next regularly scheduled meeting in the event of any of the following:

- A. Death or resignation
- B. Three consecutive absences from an annual, regular, or special meeting of the Council.

A person elected to fill a vacancy created by need, resignation or absence will be instated for the period of the unexpired term.

SECTION 6. Number of Councilmen. The Council shall have 18 Councilmen. This number may be increased or decreased by the Council by a two-thirds vote of the Council membership. Membership

of the Council shall in no event be fewer than 16 or greater than 20.

SECTION 7. The business affairs of the Council shall be conducted and managed by the Council membership and specifically the Council will:

- A. Supply the specific areas of interest and concern regarding corrections within the region.
- B. Establish priorities for Council action.
- C. Define the methods by which the purposes of the Council shall be accomplished.
- D. Appoint a staff director of the Council and establish such other staff positions as may be appropriate for the effective conduct of the Council's operation.
- E. Obtain necessary and physical resources for the effective functioning of the Council.
- F. Take final action on all position statements relating to correctional issues within the Southeast Region.
- G. Implement or stimulate such studies or research as may be needed to bring about improvement in the delivery of correctional services within the Southeast Region and within the United States.
- H. Provide for an annual audit of the fiscal affairs of the Council and supply copies of the report to grantor agencies and others concerned with the Commission's work and activities.
- I. Take whatever internal organizational steps are deemed necessary to carry out the purposes and responsibilities of the Council.

J. No member of the Council shall be involved in any situation presenting a conflict of interest as the Council shall determine from time to time.

## ARTICLE II.

### OFFICERS

SECTION 1. General. The general officers of the Council shall be Chairman, Vice Chairman, Secretary and Treasurer. The Chairman, Vice Chairman and Treasurer shall be elected from the Council for terms of one year or until their successors are duly elected and qualify. They shall be eligible to succeed themselves in specific offices for more than one additional year. The Secretary of the Council shall be the Staff Director.

SECTION 2. Chairman. The principal duties of the Chairman shall be to preside at all meetings of the Council and to provide general supervision of the affairs of the Council. The Chairman shall approve dates, times, places and agendas for all meetings in consultation with the Staff Director. The Chairman may sign and execute contracts, agreements, leases and other written instruments in the name of the Council.

SECTION 3. Vice-Chairman. The principal duties of the Vice-Chairman shall be to discharge the duties of Chairman in the event of the latter's absence or disability. The Vice-Chairman will serve out the unexpired term of the Chairman should a vacancy

occur in that position and will then be eligible for an election to a full term as Chairman. He or she will perform such other duties as the Chairman or Council may from time to time direct.

SECTION 4. Secretary. The principal duties of the Secretary shall be to countersign all deeds, leases and conveyances executed by the Council and to affix the seal of the Council thereto and to such other papers as shall be required or directed to be sealed; to keep a record of the proceedings of the Council, give all notices therefore; and to safely keep all books, papers, records and documents belonging to the Council, except the books and records incidental to the duties of the Treasurer. The office of Secretary to the Council will be permanently filled by the Staff Director of the Council.

SECTION 5. Treasurer. The Treasurer shall have custody of the funds of the Council. When necessary or proper, he or she may endorse, on behalf of the Council, checks, notes and other obligations and shall deposit the same to the credit of the Council in such banks or depositories as shall be designated by the Council. The Treasurer may sign all receipts and vouchers for payments to be made to the Council, either alone or jointly with such other officer as is designated by the Council. When required by the Council, he or she shall render a statement of the cash account and shall sign or approve all fiscal reports or fund requests required to be submitted to grantor agencies of governmental

bodies. He or she shall enter or cause to be entered regularly in the books of the Commission full and accurate accounts of monies received and paid out on account of the Commission; he or she shall at all reasonable times exhibit the books and accounts to any Councilman during business hours; and he or she shall perform all other acts incident to the position of Treasurer subject to the control of the Council.

SECTION 6. Additional Duties. The officers shall perform such additional or different duties as shall from time to time be imposed or required by the Council or as prescribed from time to time by the By-Laws.

SECTION 7. Removal of Officers. Any officer of the Council may be removed at any time with or without cause by a two-thirds vote of the Council and such action shall be conclusive on the officers so removed. Vacancies in any of the above offices may be filled for the unexpired term by action of the Council.

### ARTICLE III.

#### COMMITTEES OF THE COUNCIL

SECTION 1. Executive Committee and other Board Committees. The Executive Committee of the Council shall consist of the duly elected officers of the Council, the Staff Director ex officio,

and three additional persons elected from the membership of the Council. The Council may also appoint other committees for special purposes and functions comprised of two or more Councilmen each. The duties and authorities of which shall be specified by the Council in the resolution establishing such a Committee. Members of Committees appointed by the Council shall serve at the pleasure of the Council and may be removed at any time, by a majority vote of the Council.

SECTION 2. Minutes. Each committee shall keep minutes of its proceedings and shall report the same to the Council.

SECTION 3. Termination and Vacancies. Discontinuance as a Councilman for any reason shall automatically terminate membership on the Executive Committee. Any vacancy in any committee appointed by the Council shall be filled by the Council either at a meeting or by a written consent signed by the majority of the Council members.

### ARTICLE IV.

#### MEETINGS OF THE COUNCIL

SECTION 1. Annual and Regular Meetings. The annual meeting of Council shall be held during the third week of August in each year, beginning with the year 1976, unless the Council designates otherwise, or the Executive Committee, if authorized by the Council, shall establish the time and place of the meeting.

Other regular meetings of the Council shall be held on such dates and at such places within or without the State of Georgia as may be designated by the Council.

SECTION 2. Special Meetings. Special meetings of the Council may be called at any time by the Chairman, Staff Director, or by a majority of the Council members then in office. In the absence of specific designation, such meetings shall be held at the principal office of the Council.

SECTION 3. Notice of Meetings. Written notice of the place, day and hour of every annual, regular or special meeting shall be given to each Council member at least fifteen (15) days prior to said meeting. Notice of all meetings of the Council shall include an agenda. Any meeting of the Council, annual, regular or special, may adjourn from time to time to reconvene at the same or some other place. No notice need be given of such adjourned meeting other than by announcement.

SECTION 4. Quorum and Voting. At all meetings of the Council, a simple majority of the members shall constitute a quorum for the transaction of business. The vote of a majority of such quorum at a duly constituted meeting shall be sufficient to approve and pass any measure. In the absence of a quorum, the Council members present, by a majority vote and without notice other than by announcement, may adjourn the meeting from time to time until a

quorum shall attend. At any such adjourned meeting at which a quorum shall be present, any business may be transacted which might have been transacted at the original meeting. All members must be present to vote.

SECTION 5. Minutes. Minutes shall be kept of the proceedings of all meetings of the Council.

SECTION 6. Informal Action by Council. Any action required to be taken at a meeting of the Council may be taken without a meeting if a consent in writing, setting forth the actions so taken, shall be signed by a two-thirds majority of the Council.

#### ARTICLE V.

##### STAFF OF THE COUNCIL

SECTION 1. Staff Requirements. The staff shall be composed of a Staff Director, one or more Assistant Directors and such other employees as the Council may authorize.

SECTION 2. Staff Director. The Staff Director will be responsible for the execution of the policies and procedures promulgated by the Council and the day-to-day administration of the Council's programs and affairs. He or she will sit with the Council at all of its meetings as a non-voting participant. The Staff Director will be a non-voting, ex officio member of all committees and special bodies appointed to carry out the affairs of the Council.

As Secretary of the Council, he or she will be the keeper of the minutes of the Council. The Staff Director will be responsible for the central office of the Council, including the appointment, supervision, and discharge of other employees; provided, however, that the appointment of Assistant Director or Directors of the Council shall be subject to the concurrence of the Council or the Executive Committee. The Staff Director will be responsible for representing the Council at state, regional, and national meetings of interest and importance to the Council and will take such other duties and activities as are assigned by the Council.

The Staff Director shall be appointed by the Council. The term of office for the initial appointment will be four years. He or she will be eligible for reappointment for terms of additional four years at the option of the Council. A three-fourths majority of the Council members will be required for appointment, reappointment, or termination of the appointment. The terms and conditions of the appointment will be stipulated by a written agreement. The contract will provide that either party may terminate obligations upon three months' written notice.

SECTION 3. Annual Report and Staff Evaluations. The Staff Director shall prepare an annual report to the Council at its annual meeting. The Council shall evaluate the performance of the Staff Director from time to time and submit its evaluation to the Chairman to be discussed with the Staff Director. The Staff Director shall be responsible for an annual evaluation of

other staff members and report his or her findings to the Council at its annual meeting or at any other scheduled meeting where it may be appropriate to do so.

## ARTICLE VI.

### FINANCE

SECTION 1. Checks, Drafts, Etc. All checks, drafts and orders for the payment of money, notes or other evidence of indebtedness, issued in the name of the Council shall be signed by such officer or officers as the Council may from time to time designate.

SECTION 2. Annual Reports. A full and true statement of the affairs of the Council including a balance sheet and financial statement of operations for the preceding fiscal year shall be prepared annual and filed in the principal office of the Council and mailed or delivered to all members of the Council. Such statement shall be prepared by the Chairman and the Treasurer, assisted by the Staff Director and such other officer of the Council as the Council may direct.

## ARTICLE VII.

### FISCAL YEAR

The fiscal year of the Southeastern Correctional Management Council shall commence on October 1 and end on September 30 of the following year.

ARTICLE VIII.  
SUNDRY PROVISIONS

SECTION 1. Seal. The corporate seal shall have inscribed thereon the name of the Council, the year of its organization, and the words, "Incorporated \_\_\_\_\_". The Council may authorize one or more duplicate seals. Said seal or seals shall be placed in the custody of the Secretary.

SECTION 2. Bond. A blanket bond covering all officers and employees shall be purchased at the expense of the Council. The amount of the bond shall be determined by vote of the Council members.

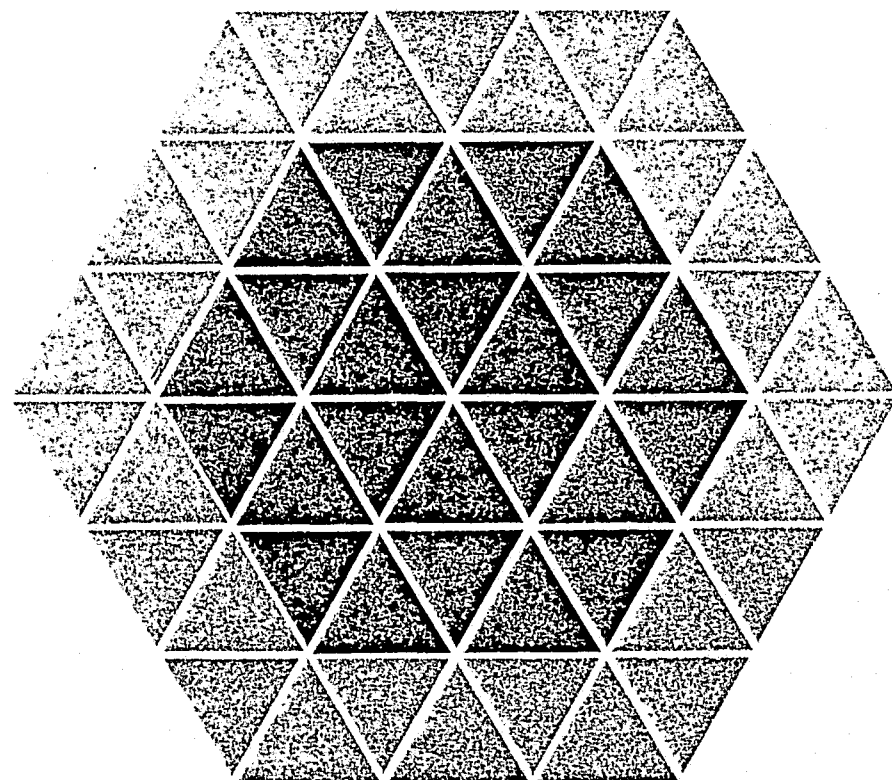
SECTION 3. Amendment of By-Laws. The Council shall have the power at any annual, regular or special meeting if notice thereof be included in the notice of the meeting, to alter or repeal any By-Laws of the Council and to make new By-Laws, except that the Council shall not alter or repeal this Section. Any addition, alteration, or repeal of any provision of the By-Laws must be by vote of an absolute majority of the Council.

Appendix D

Sample SCMTC Promotional Brochure



# SOUTHEASTERN CORRECTIONAL MANAGEMENT TRAINING COUNCIL



PROGRAMS AND SERVICES  
FISCAL YEAR 1975

# THE SOUTHEASTERN CORRECTIONAL MANAGEMENT TRAINING COUNCIL

Director  
Joann B. Morton

Assistant Director  
Steve Saunders

## Advisory Panel

Allen Ault, Commissioner, Georgia  
Department of Corrections/Of-  
fender Rehabilitation

David Bachman, Assistant Director,  
Florida Division of Corrections

Donald D. Brewer, Administrator,  
Corrections Division, Institute  
of Government, University of  
Georgia

Stanley Brodsky, Director, Center  
for Correctional Psychology,  
University of Alabama

Ray Howard, Chairman, Florida Pro-  
bation and Parole Commission

Grady A. Decell, Director, South  
Carolina Department of Youth  
Services

Charles J. Holmes, Commissioner,  
Kentucky Department of Cor-  
rections

William D. Leeke, Director, South  
Carolina Department of Correc-  
tions

Mark Luttrell, Commissioner,  
Tennessee Department of  
Corrections

Gus Moeller, Coordinator, Correc-  
tional Services, East Carolina  
University

Joann B. Morton, Director, South-  
eastern Correctional Manage-  
ment Training Council

Robert E. Page, Deputy Director,  
Jails and Prisons, Jacksonville,  
Florida

George Phyfer, Director, Alabama  
Department of Youth Services

Jimmy Russell, Director, Missis-  
sippi Department of Youth Ser-  
vices

David Williams, Assistant Director,  
Alabama Board of Pardons and  
Paroles

Ex Officio Member: Price Foster,  
USDJ, Law Enforcement Assis-  
tance Administration

## The Southeastern Correctional Management Training Council

The Southeastern Correctional Management Training Council (SCMTC) has operated under discretionary grants from the Law Enforcement Assistance Administration since the spring of 1970. It represents a cooperative effort between correctional agencies in the Southeast and the University of Georgia to provide management training and staff development activities for correctional personnel in the eight state region. It is based on the premise that agencies within the region have common management and staff development problems which can best be attacked through combined efforts. The Council program is directed toward the improvement of comprehensive agency in-service training programs and the development of meaningful upper and middle level management staff development activities which are multi-agency and multi-disciplinary in scope.

The Council is administered by the Corrections Division of the University of Georgia's Institute of Government. It operates under the auspices of a regional Advisory Panel made up of administrators from across the region. Their input determines the Council's annual program and they assist in insuring close coordination with correctional agencies in the eight state area. The Advisory Panel also serves as a conduit for information on and cooperation with staff development programs of regional or national scope. The eight states served by SCMTC are: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee.

Council programming is divided into five separate phases. These phases, discussed at greater length on the following pages, are

- Certified Workshops
  - Scholarships
  - Publications
  - Technical Assistance
  - Newsletter

These programs are presented to augment, not replace, agency in-service training programs. It is the intent of the SCMTC to provide a variety of management development activities directed at key correctional personnel and designed to enable them to better meet the challenges of managing complex human resources delivery systems. To achieve these ends, the Council programs serve as forums for discussion of strategies and techniques to facilitate the improvement of existing efforts and develop new techniques

of service delivery designed to systematically produce increased impact upon rehabilitation of the public offender.

## Scholarship Program

The Council makes available a limited number of scholarships for the purpose of subsidizing participation by corrections personnel in training events other than those sponsored by the SCMTC. These scholarships provide a maximum award of \$150. Awards are made based on the quality of the program and the need of the person/agency requesting the award.

Most scholarships will be for actual training events, however, some conferences of state-wide, regional or national scope may justify an award. This program enables correctional personnel to enrich areas of expertise or develop new skills by participating in specialized training programs which are given regionally or nationally but which could not be attended without financial assistance.

## Certified Training Programs

This phase of programming provides a series of workshop/seminars involving study and participation in specific areas of concern to correctional managers offered in a small group atmosphere. These programs focus on individual growth and the development of specific managerial skills.

### Instructional Staff

A highly competent staff of consultants is assembled to meet the unique needs associated with the various workshops offered by the SCMTC. For any given program, the instructional staff is likely to be comprised of a blend of leading practitioners and educators from throughout the country.

### Registration Procedure

Registration for SCMTC workshops is generally handled by each agency's training office. Programs and applications are mailed out to each agency approximately six weeks prior to the date the workshop is scheduled to begin.

Reservations may be accepted by telephone. Although every effort is made to accommodate all who desire to participate, programs must be limited in attendance. Applications are processed not only on a "first come - first served" basis, but also to allow representatives from as many southeastern agencies as possible to attend.

There is no registration charge. The Council is able to reimburse participants at \$19 a day for room and subsistence; travel and anything above the allowed per diem will be paid by the agency or absorbed by the participant. Reimbursement will be made approximately three to four weeks following the workshop.

#### Continuing Education Units

Continuing Education Units (CEU's) are granted to participants who satisfactorily complete a workshop. These are calculated on the basis of one CEU for each 10 contact hours of program. CEU's are accumulated on a permanent transcript for each individual and participants may obtain a copy or have one sent to their school for transfer consideration by writing:

Keypunch Operations  
Georgia Center for Continuing Education  
University of Georgia  
Athens, Georgia 30602

#### Schedule of Workshops

##### Basic Management

Basic Management I	Oct. 20-25	Jacksonville Beach, Florida
Basic Management II	Dec. 8-13	Jacksonville Beach, Florida
Basic Management I	Feb. 16-21	Nashville, Tennessee
Basic Management II	March 31-April 4	Nashville, Tennessee

This series of two programs will be offered twice as indicated. It will be directed at new management personnel and those in management positions who have not attended previous basic management programs. The program will provide a survey of basic management functions to include planning, organizing, staffing, directing, and controlling the administrative process.

The Role of Corrections in the Community, Dec. 1-6, Mobile, Alabama

This workshop, targeted at personnel responsible for the development, implementation, and management of diversionary and community-based programs, will take an indepth look at corrections' responsibility in the community.

Implementation of Detention Standards, Jan. 5-10, 1975, Winston-Salem, N.C.

Personnel from correctional agencies and other agencies having responsibility for setting standards, inspecting facilities and programs, enforcing standards and consulting with personnel in the jail and detention setting are invited to attend this workshop.

Parole Decision Making, January 28-31, 1975, Atlanta, Georgia

Participation in this workshop will be by invitation only; it will be directed at parole board members. The workshop will include a review of parole policies and practices in the Southeast and elsewhere. This is a three-day workshop.

Manpower Development & Utilization in Correctional Programs

February 2-7, 1975, Athens, Georgia

This workshop will be directed at personnel directors and specialists along with manpower planners, staff development specialists, and management personnel dealing with multidisciplinary staff.

Training Techniques and Methods, March 9-14, Site to be announced

Basic techniques and methods in correctional training including the role of training in staff development will be presented at this workshop.

The Role of Corrections in the Community, Date/Site to be announced

This will be a repeat of the December 1-6, 1974, workshop.

Rights of Personnel and Offenders in the Correctional System

April 20-25, 1975, Athens, Georgia

This program, directed at line managers, will provide an exploration of the broad issues of individual rights in the field of both employees and clients.

Program Needs of Older Delinquent Girls and the Female Offender

May 4-9, 1975, Jackson, Mississippi

This workshop will look at the role of the female offender in the system and society, strategies for determining program needs, and techniques of program implementation to meet needs.

Special Issues in Corrections, May 20-23, 1975, Site to be announced

This three-day program will be designed by an ad hoc committee from the project Advisory Panel for top-level directors and commissioners in the eight southeastern states served by the Council. Participation will be by invitation only.

#### Publications

Each year the Council publishes two or three resource monographs containing information, research data, and materials on special topics of interest to correctional administrators.

Copies of the first printing of Council publications are made available to practitioners at no charge as long as the supply lasts. After the first printing,

the Institute of Government provides reprints at a reasonable cost to cover printing and mailing. Publications listed below with an indicated charge should be ordered from the Institute of Government, Attn: Editor, at the University of Georgia. All others may be requested from the SCMTC as long as supply lasts.

Crime and Corrections: A Guide to Action - May 1973 \$1.50

This publication is a good tool to use in acquainting opinion molders, individual citizens, policy makers, and public administrators with the basic problems in corrections. It shows how corrections fits into the criminal justice system, provides current facts and statistical information, and answers questions about the field.

Symposium Proceedings: Community-Based Corrections - Feb. 1972 \$2.00

These proceedings are of a conference held in the summer of 1971 and jointly sponsored by the South Carolina Department of Corrections and SCMTC, include topics such as community development, transitional programs, and design and construction of facilities.

Readings in Public Employee Management Relations for Correctional Administrators - Nov. 1973 \$3.50

This is a compilation of current readings designed to assist correctional administrators in their dealings with employee unions and organizations.

Case Studies for Correctional Staff Development Training - Dec. 1971 \$2.50

A collection of case studies and programmed exercises for use in correctional staff development and training programs at all levels is presented in this publication.

Media Aids for Corrections: 16mm Films - Jan. 1972 \$3.50

This is a resource directory of 16mm films selected to assist staff development specialists and correctional trainers find visual aids relating to the content of training sessions.

Behavior Modification and Corrections - Nov. 1971 \$3.00

The goal of this publication is to provide, within the limits of its size, correctional administrators, program planners, and practitioners with the philosophy, techniques, and methods of behavior modification.

Handbook for Correctional Staff Development - Jan. 1975

In discussing the usefulness and application of staff development, this work covers the scope of its function, determining training needs and objectives, design and methodology, resources, and conducting and evaluating training programs.

Management by Objectives in Corrections - Nov. 1974

As one of the only works to discuss MBO as it directly applies to cor-

rections, this publication is geared to the upper level decision maker as well as other managers and practitioners.

Selected Readings from SCMTC Seminars - February 1975

A collection of some of the significant issues considered in the SCMTC seminars over the past several years, this book is designed to make available to correctional managers in the Southeast some of the important papers presented by experts in the correctional field.

### Newsletter

The Southeastern Correctional Review provides the means for increased interstate and interagency communication. Published bi-monthly, the Review contains original articles and reports on successful on-going programs in the region. Correctional personnel are encouraged to submit information and articles for publication to the editor.

Future issues of the Review will feature reports on programs and activities related to standards and goals, guest editorials from experienced practitioners in the field, reviews of current literature, information on upcoming training programs and on new legislation in the field, and more.

### Technical Assistance

Field service or technical assistance is rendered to agencies and personnel in the region upon request in various areas of correctional administration. Consultation regarding in-service training and staff development are routinely handled; other requests will be referred to known resources.

### Information

Further information on any phase or aspect of the Southeastern Correctional Management Training Council may be obtained by filling out and mailing the enclosed information card. In the event this card has already been used, information may be received by calling Ms. Morton or Mr. Saunders at (404) 542-2887, or writing to:

Southeastern Correctional Management Training Council  
Academic Building, Room 322  
Institute of Government  
University of Georgia  
Athens, GA 30602

Appendix E  
Workshop Attendance by State/Agency  
Subject Matter and Period

Workshop Attendance Southeastern Correctional Management Training Council May 70-December 71		Subject Matter and Period															Sub-Total
State/Agency		Exec. Develop.	Manag. Develop.	Basic II	Basic III	Basic IV	Basic V	Basic VI	Basic VII	Basic VIII	Basic IX	Basic X	Basic XI	Basic XII	Basic XIII	Basic XIV	
North Carolina	Adult																0
	Juvenile	1				1	2										4
	Probation																0
	Parole	1					1										2
South Carolina	Adult	1	1		1	1	23			1							28
	Juvenile	1	2		2	2	8			4							19
	Aftercare		2		2												4
	Probation & Parole						6										6
Georgia	Vocational Rehab.					1	4										5
	Adult		2			2	4			2							10
	Juvenile					1	1										2
	Probation				1	4											5
Florida	Parole				1	1	4			1							7
	Adult	1	3		2												6
	Juvenile																0
	Probation & Parole	1															1
Alabama	Adult					1	1			1							3
	Juvenile																0
	Probation & Parole		1		1	1				1							4
	Adult	1	2		2					1							6
Mississippi	Juvenile	1															1
	Probation & Parole	1															1
Others	Federal Probation						2										2
	Tennessee Corrections						1										1
	U.S. Navy						1										1
	Louisiana Corrections									1							1
TOTALS		9	13	20	12	15	58	13	9	12	6						167

Workshop Attendance  
Southeastern Correctional Management  
Training Council May 73 - June 74

State/Agency	Ad	Ma	Ti	Tr	Em	Fe	B	E	J	R	B	P	L	Th	5	10	15
North Carolina	Adult												8				8
	Juvenile	1											2				3
	Probation												5				5
	Parole																0
South Carolina	Adult		1	1	1	2		4	5					1	1		16
	Juvenile	5	4	2			2		1	1	2	4			1		22
	Aftercare	4	1				2				2				1		10
	Probation & Parole																0
Georgia	Corrections (including																-
	Prob. and Parole)	1	2	1		4		6	6			4	5	1			30
	Juvenile					2		1			1						4
	City/County				2	1											3
Florida	Adult	8	2	1	5	8			7	2	7	5	4	1			50
	Juvenile												3				3
	Probation & Parole	1			1			2				4	1				9
	Jacksonville		2	2	2	2	1	1	1	1			3	1			16
	Miami		1	1					1								3
	Other City/County												1	3			4
Alabama	Adult	1			1	1	2		1	1					1		8
	Juvenile														1		1
	Alabama Boys School						3	4		3	8	2	2	1			23
	Probation and Parole	2															2
Mississippi	Adult						1										1
	Juvenile					3	9				8				1		21
	Probation and Parole						2				1						3
Kentucky	Corrections	1	5	3	3		2		3	1	10	2	2				32
	Juvenile																0
Tennessee	Corrections		1			3		3	15						1		23
	SPA		1	1				1									3
Other																	-
	Univ. of Ga.		1			1											2
	Illinois			1													1
	Pennsylvania					1											1
	Athens					1											1
TOTALS		24	21	13	15	29	24	22	40	21	27	36	22	14			308

Workshop Attendance  
Southeastern Correctional Management  
Training Council

Trg '75

State/Agency		Basic Mgmt (Jacksonville Beach) Role of Correction Basic Mgmt (Jacksonville Beach) Implementation of Parole Standards Parole Decision Mandates Issues in Corrections Basic Mgmt (Nashville) Training Methods Basic Mgmt (Nashville) Simulations for State Development Rights of Offender Female Offender (Jacksonville) Special (Mile) (Director)															
North Carolina	Adult																
	Juvenile																
	Probation Parole					3											
	Parole Facilities Services					7											
South Carolina	Adult	4	1	2	6*				8		2		2	1			
	Juvenile				1		1	5		5		2		1			
	Aftercare																
	Probation & Parole	2		1		2			3		1						
Georgia	Corrections (including Prob. and Parole)	4	1	3	2*	3	3					16	1	3	14		
	Juvenile				2		3				3	2	1				
	City/County				1				2					1	2		
	Adult	6		6	2		5				1	6		1			
Florida	Juvenile				1												
	Probation & Parole	3	1	3		2	1		2		1					4	
	Jacksonville	4	1	2	1							1	1	1			
	Miami				2			2	2								
Alabama	Other City/County	1	1	1	2		1							3			
	Adult			5	1		3	2			1	6	2	1	4		
	Juvenile			11	1				1			1	2	1			
	Alabama Boys School	3		3				1	3	1							
Mississippi	Probation and Parole			2							2						
	Adult							2		2	3*	2	4	1			
	Juvenile			3			1						6	1	1		
	Probation and Parole					1							2				
Kentucky	Corrections			3		4		7		3		1	8	6	1		
	Juvenile Parole						1										
	Corrections / Juvenile Parole					3			12		11			4	1		
	SPA			1													
Tennessee	Pardons + Paroles						1										
	Texas (San Houston State U)											1					
	Other			1										2			
	Florida SPA														1		
TOTALS	Virginia																
		27	34	21	35	13	19	24	22	21	45	33	23	30			

\* Health & Sanitation - 1 Ga, 2 Sc.  
• Special Agent in Charge - 1 Ga, 2 Sc.

Handwritten notes and calculations at the bottom of the table, including totals and corrections.

Appendix F  
Sample of Developmental/Training  
Events Attended by Scholarship Recipients



"Youth Development As Delinquency Prevention" sponsored by the National Federation of State Youth Service Bureau Associations

"Second Annual Conference on Juvenile Justice" sponsored by the National Council of Juvenile Court Judges and National District Attorneys Association

"Reality Therapy" sponsored by Augusta College

"Introduction to Transactional Analysis" sponsored by Asklepion Foundation

North American Congress on Alcohol and Drug Problems" sponsored by North American Congress on Alcohol and Drug Problems

"Goal-Oriented Approach to Supervising Staff and Practicum Students" sponsored by the Center for Advanced Study and Continuing Education in Mental Health

"Transactional Analysis - Course 201 Basic Course in TA and Experimental Learning Unit" sponsored by International Transactional Analysis Association

"Annual Study Conference" sponsored by Alabama Council on Crime and Delinquency

"The Fifth National Symposium and Workshop on Protecting the Abused, The Neglected, and The Sexually Exploited Child sponsored by The American Humane Association

"Effective Communications: The Vital Link to Public Support" sponsored by National Public Relations Councils of Health and Welfare Services, Inc.

"Reality Therapy" sponsored by Kamauha Family Court

"Georgia's Eleventh Psychiatric Institute on Group Behavior and Group Leadership" sponsored by the Department of Psychiatry, Emory University School of Medicine.

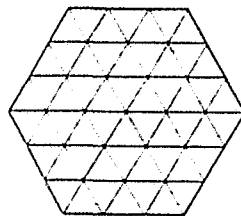
Appendix G

Examples of SCMC's  
Correctional Concerns



**CONTINUED**

**1 OF 2**



# SOUTHEASTERN CORRECTIONAL MANAGEMENT COUNCIL

Institute of Government  
Academic Building  
Athens, Georgia 30602

TO: SCMC Members

FROM: Joann B. Morton *JBM*

SUBJECT: February Council Meeting and Resulting Action

DATE: March 4, 1976

The Southeastern Correctional Management Council met February 6-7, 1976 at the Ramada Inn Crest in Birmingham, Alabama. All members were present except Ray Howard, member at large and Bruce Cook, ex officio member. Issues discussed and subsequent action taken by Council and Staff are as follows:

## I. Review of past and current regional training grants

a. The Council has been recommended by the LEAA Regional Office as an Exemplary Project - Staff Action - A program narrative covering the past five years and two volumes of attachments as required by the guidelines have been submitted to LEAA by project staff. This included a strong endorsement letter on behalf of the program prepared by the Council Chairman.

b. The survey part of the current grant was explained to the Council. Council members were asked to urge contact people in the various agencies to return surveys - Action - Several surveys have been received since the meeting. Staff will follow-up with Council members in states where response is lacking if this becomes necessary. Coding instructions have been completed and coding of responses will begin in the next week.

c. The current grant will have to be extended to December 30 to enable the training programs to be held. Council Action - Members indicated that training sessions were necessary - Staff Action - Staff is preparing the grant adjustment information.

## II. The Task Force Project

a. Match question - Council Action - Voted to match the grant (\$1,666.00) from individual Council members if other sources were not forthcoming. Staff Action - The application to the Stone Foundation for match funds has been rejected by Mr. Stone. Staff is determining requirements to apply to Lilly Foundation and will do so in the immediate future if this seems advisable to Gus Moeller.

b. Operationalizing the Project - Council Action - Council members selected task forces and determined initial task force activities. These will be sent to all members when the project is funded.

-2-

III. Elayn Hunt - Council Action - The Council passed a resolution expressing regret at the death of Ms. Hunt. This will be conveyed to the family by letter from the Chairman. The Council will also make a donation to the Elayn Hunt scholarship fund. Donations from members for the Fund should be sent to Council Treasurer, George Phyfer. As of February 27 he had not received any donations from Council members. Staff is drafting a letter for the Council Chairman.

IV. Court decisions - Council Action - Recommended that a request be sent to the Council of State Government asking that they emphasize dissemination of pertinent court decisions (i.e. recent Alabama and Louisiana decisions) throughout their contacts in this region. Staff Action - A letter is being drafted regarding this for the Council Chairman. Council members were provided a copy of the Alabama decision and memorandum opinion is enclosed with this memo.

V. Program and financial crisis in corrections was discussed. Council Action - Approved a letter drafted by Gus Moeller concerning the crisis. This letter is being prepared for the Chairman's signature and will be sent to all eight Governors and to the Speaker and President of both houses of the legislature in all states except Kentucky and Florida. The Chairman has also prepared a letter requesting Congressional hearings on the issue. He has mailed his draft to all Council members requesting input on the issue. Please call him (404)-894-5597 if you have comments.

VI. Regional Judicial Conference - The Council was requested to select a member to serve in the planning committee for this conference to insure that corrections needs are met. - Council Action - Allen Ault was selected to represent the Council and Dave Bachman was selected as the alternate representative.

VII. The concept of accreditation as a strategy to improve correctional programs was reviewed. It was noted by Council members that there was an immediate need for accreditation - Council Action - Passed a resolution endorsing the concept of accreditation and urging the prompt ratification of standards by ACA and the Accreditation Commission. - Staff Action - A letter is being drafted for dissemination to appropriate ACA and Accreditation Commission personnel. Note: Since the Council meeting, Gus Moeller has been elected Chairman of the Accreditation Commission. We are very pleased and know that his leadership will be invaluable in the Commission's critical task.

VIII. Legal defense of correctional agencies and personnel was discussed. Council Action - The Council requested that a letter be sent to the Association of States Attorneys General expressing this region's concern regarding the issue and stressing the need for continuing dialogue with state and local correctional administrations and paroling authorities. - Staff Action - A letter is being drafted for Council Chairman.

IX. Support from University of Georgia - Council Action - The Council passed a resolution expressing its appreciation to the University of Georgia and the Institute of Government for their on-going contributions to SCMC over the past six years. - Staff Action - a letter is being drafted in this regard for the Council Chairman.

X. Future Funding - The matter of continuing activities of the level of the past five years following the expiration of the current regional training grant was explored. The need for on-going training developed for the region by the Council was stressed. Staff support for Council activities and its broadening scope was also cited as a critical need. Council Action. - It was decided that a letter be sent by the Council Chairman to the Directors of each State Planning Agency urging the exploration of the possibility of including specialized regional activities in state plans for modest funding. Council members would then follow up this action on a state by state basis. Members will also be alert to other sources of funds that might become available for this purpose and notify project staff of any promising opportunities. The staff were also requested to continue to explore avenues of future funding. Grady Decell volunteered the services of his staff to provide any assistance in preparing proposals for the Council. - Staff Action - The issue was discussed with Bruce Cook, LEAA Region IV. He is exploring the matter of SPA funding with the state representatives in the regional office. Following his input a letter will be drafted for the Chairman for dissemination to the SPA Directors.

XI. Council Incorporation - In following up the decision made at the previous meeting to incorporate the Council in Georgia, several barriers were discovered in the Georgia law. In particular, questions of bonding and liability made it unfeasible to incorporate in Georgia. - Council Action - George Phyfer--Alabama, and Bille Leeke and Grady Decell--South Carolina, volunteered to research incorporation laws in their states. It was stressed that the Council should become incorporated as soon as possible.

XII. Departure of the Project Director - It was announced that Joann B. Morton will be leaving the University in April to join the South Carolina Department of Corrections. Due to the difficulty of recruiting a new project director for the limited time span of the project, Don Brewer will assume leadership of the current grant and will also direct the Task Force project - Council Action - the Council passed a resolution recognizing her services to the Council.

As can be seen by the length of this memo the meeting was a busy and productive one.

It has been a stimulating, rewarding experience to work with the Council over the past five years. I really believe that the Council, in its new expanded role, has an important leadership opportunity and I look forward to hearing great things about it in the future. Thank you for the opportunity to work with you and learn from you. My best wishes to you and the Council.

#### Appendix H

#### Exemplary Project Recommendation

Attachment A: Program Review Memorandum

## EXEMPLARY PROJECT RECOMMENDATION

## I. Project Description

## 1. Name of Program

Southeastern Correctional Management Training Council

## 2. Type of Program

Multi-agency Staff Development Program for Correctional Agencies

## 3. Area or Community Served

Approximately forty state and local correctional agencies in LEAA Region IV (Ala., Ga., Fla., Ky., Miss., N.C., S.C., and Tenn.). Some services such as the resource document and technical assistance phases provide information and educational material nationwide on request.

## (a) Approximate population of area or community served

Ultimately total population of the eight states (31,855,063<sup>1</sup>) plus populations of other forty-two states whose correctional personnel, universities and others receive and use resource documents and technical assistance from the project.

## (b) Target subset of this population

Additionally correctional agency personnel in Region IV (25,242<sup>2</sup>) and clients of those agencies are affected in one way or another by the program.

More specifically, for example, one phase of the project the workshop phase since June 1, 1970, has exposed 1,102 correctional managers to 35,688 man hours of training. A second phase the scholarship phase in that same period has enabled 84 correctional personnel from the region to attend staff development experiences outside their own agencies. With the exception of the first year, 1970, the number served in each phase of each grant period has exceeded expectations.

## 4. Administering Agency

Corrections Division, Institute of Government, University of Georgia, Athens, Georgia 30602

<sup>1</sup>1970 Bureau of Census Reports

<sup>2</sup>LEAA Regional Office estimate 68

## (a) Project Director

Joann B. Morton  
Room 323, Academic Building  
UGA, Athens, GA 30602  
(404) 542-2887

## (b) Individual Responsible for day to day operation

Joann B. Morton - (404) 542-2887

## 5. Funding Agencies

United States Department of Justice, Law Enforcement Assistance Administration - Grant #75-ED-04-0010  
Charlie Rinkevich, Administrator or Bruce Cook, Corrections LEAA Region IV Specialist  
Law Enforcement Assistance Administration  
Room 985, 730 Peachtree St., N.E., Atlanta, Georgia 30308  
(404) 526-3556

## 6. Project Duration

Project began June 1, 1970 and has been on going since that date.

## 7. Breakdown of total operating costs (chart I p. 2a)

(complete budget breakdowns in Attachment C in each grant application)

## 8. Evaluation Costs

Internal project evaluation costs have been assumed as an on going part of each project and can not be separated out of operating costs. There has been no formal outside evaluation of the program.

## 9. Continuation

The project has not been entirely institutionalized but it is no longer experimental in nature. It has proved the feasibility and worth of multi-agency cooperation and staff development activities. The resource document distribution phase of the project has been assumed by the University of Georgia's Institute of Government. The Advisory Panel has become an independent Council with on going constitution and by-laws. This is most significant since the Council members have committed themselves to cooperative efforts beyond the life of the current training grant. With the current state of the economy they have been unable to resolve the logistics of continuing the staffing necessary for the training phase beyond the current grant. The issue is being address by the Council and if the program is replicated on a multi-city/county or multi-state basis a financial by-in factor would be essential to the plan.

Chart I

## Breakdown of total operating costs

Funding Periods	June 1, 1970- Dec. 31, 1971	Dec. 15, 1971- April 30, 1973	March 1, 1973- Dec. 31, 1974	July 1, 1974- Dec. 30, 1975	July 1, 1975- June 30, 1976
Federal	\$100,000.00	\$150,000.00	\$127,000.00	\$154,246.00	\$141,807.00
State (totals from sources 1 & 2)	78,218.00	57,702.00	86,981.00	20,448.00	
(1) Correctional Agencies	49,375.00 (In Kind & Travel)	44,000.00 (In Kind & Travel)	72,400.00 (In Kind & Travel)	16,718.00 (Cash - Travel)	NA
(2) University	28,843.00 (In Kind)	13,702.00 (In Kind)	14,581.00 (In Kind)	3,730.00 (Cash)	15,776.00 (Cash)
Total	178,218.00	157,702.00	214,481.00	174,694.00	157,583.00
One time Expenditures	1,000.00	None	300.00	None	750.00
Average Yearly Operating Cost (total program cost ÷ 5)	\$176,535.60				

## Attachment A

## II. Attachment

## A. Program Review Memorandum

Introduction

Since the Southeastern Correctional Management Training Council has been on-going for five years and in order to be as specific as possible, with some exceptions, only the most recently concluded project #74-ED-04-0009 will be reviewed here. However, copies of each of the five projects, final reports for the first four and the most recent quarterly report for the current project are attached under Attachment C.

1. Project Summary

The Southeastern Correctional Management Training Council is a multi-phased staff development program covering state and local correctional agencies in the eight southeastern states. The overall objective is to assist correctional agencies in the region meet staff development needs, break down geographic and ideological isolation, and stimulate through collaborative efforts, staff development and system improvement activities in the eight southeastern states in LEAA Region IV.

The project is administered by the Institute of Government at the University of Georgia. However, each year's program is designed by the Southeastern Correctional Management Council (formally the Advisory Panel). This eighteen member group is made up of correctional administrators from each of the eight states representative of the correctional agency subcomponents in the region (local, state, adult, juvenile, probation, parole, institution, and combined systems). There are also two representatives of institutions of higher education in the Southeast who are knowledgeable of regional staff development

issues. (See Attachment C for list.) The LEAA Region IV Corrections Specialist serves as an ex officio member and the project director serves as the Council's Executive Secretary. Members are two-way links of communication and coordination between correctional agencies in the region and the SCMC project staff. The Council defines overall staff development needs issues and problems facing operating agencies, as well as the overall strategy which will best alleviate common problems. The project staff then translates this into specific programs. Additionally the Council serves in a consultant capacity and as a coordination mechanism for other activities of a regional nature and for the LEAA Regional Office.

The program has had five to six phases in each grant period. These have included (1) multi-agency training around specific issues designated by the Council; (2) research, preparation and dissemination of educational material on critical issues in the field and development of a newsletter to link regional communications; (3) awarding of scholarships to enable participation in staff development experiences outside the agencies and SCMC seminars; (4) technical assistance of a general nature, as well as specific assistance upon request regarding internal agency staff development programs; (5) a pilot exchange to enable technology transfer (1973-74); and finally, (6) the development and maintenance of the Council (formally the Advisory Panel).

## 2. Criteria Achievement

### (a) Goal Achievement

As noted earlier, the program has been on-going for five years; therefore, to be specific and yet as brief as possible, the following achievement data with some exceptions is for the most recently concluded project. However, it does cover the major phases of the Council program and typifies the accomplishments since 1970. Of particular importance is the achievement of goal #5, the development and maintenance of the Council, because it indicates that regional coordination and cooperation will continue beyond the current grant period.

## (1) Goals: Measures: Outcomes (Each measure relates to outcome with corresponding number)

- a. Goal: To increase the pool of qualified management personnel within correctional agencies by providing sequentially planned training for an estimated 260 key personnel in the region.
- Measures:
1. Number of participants reached in training sessions.
  2. Number of agencies participating.
  3. Demand for additional training or increased participation.
  4. Results of post-conference and post-post conference evaluation regarding impact of training.
- Outcomes:
1. The training phase of the program reached 368 workshop and seminar participants which was forty-two (42) percent over the initial estimate of the number that would respond to announced training. There has been an increase in the number reached every grant period. (See Fact Sheet in Attachment C)
  2. The workshops attracted representatives from state and local correctional agencies from every state in the region, as well as some states outside the region. The training phase of the program reached approximately thirty-three different agencies in the region. The number of agencies involved has increased every grant period. (See Fact Sheet) (For list of agencies included see Final Report 75 in Attachment C).
  3. It was estimated and budgeted that the average workshop size would be twenty (20) participants for thirteen (13) workshops. Because of demand fourteen (14) workshops were given and the average participation was twenty-six (26). One workshop, Role of Corrections in the Community, was repeated due to over-registration. For several workshops, more requests for participation were received than could be accommodated. A policy had to be instituted requesting agencies to submit reservations in priority order. Then space was allotted to achieve as much blend between sub-components of corrections, state and local systems, etc. as possible.
  4. Post-Conference Evaluations: Post-conference evaluations were obtained at the conclusion of each workshop. The purpose of the evaluation was essentially two-fold. One was to determine to what extent the workshops had successfully accomplished their objectives or goals. That is, to what extent information in the workshop programs had been successfully conveyed to workshop participants. The second was to ascertain areas of strength and weakness so that future workshop formats could be modified or changed, thus insuring continued improvement in the workshops. When an area of strength was discerned it

was, if practical, incorporated into subsequent workshops. When deficit areas were noted they were either discontinued or modified so that the deficiency would be eliminated from future workshops.

In order to determine the impact of the workshop, evaluation forms (note Appendix C) were provided at the conclusion of each workshop during a time specifically set aside for completing the evaluations. Participants were requested not to be reticent in completing the evaluations and were instructed that only by their being completely candid would the evaluations be useful in planning future workshops. It should be noted also that while SCMTC representatives were present during the evaluation they were there only to clarify questions which might arise. The anonymity of all participants was respected.

Substantive areas\* of the evaluation included the following: Attainment of Workshop Objectives, Pre-Workshop Expectations, Teaching Techniques, Subject Content, Workshop Elements, Applicability of Workshop to Job Experience, and Total Experiences. j

The evaluation area "Attainment of Workshop Objectives" was, as implied, related to how successful participants thought the workshop had been in achieving the objectives of the workshop. Specific objectives were enumerated and participants were asked to rate attainment of workshop objectives as "Highly Successful," "Successful," "Somewhat Successful," or "Unsuccessful."

#### I. Attainment of Workshop Objectives

<u>Highly Successful</u>	<u>Successful</u>	<u>Somewhat Successful</u>	<u>Unsuccessful</u>
48%	41%	10%	1%

The second substantive evaluation area was "Achievement of Pre-workshop Expectations." Here, workshop participants were asked whether they felt the workshop had met their expectations or whether the workshop had achieved what they had hoped it would achieve. Responses regarding whether participants felt their workshop expectation had been realized included: "Exceeded," "Realized," "Somewhat Realized," or "Unrealized."

\*Note that while evaluations were similar as far as substantive areas were concerned, they differed as to specifics according to the workshop topic and program. In addition to these seven substantive areas, space was provided for any comments the participants might want to make.

## II. Achievement of Pre-Workshop Expectations

<u>Exceeded</u>	<u>Realized</u>	<u>Somewhat Realized</u>	<u>Unrealized</u>
34%	48%	17%	1%

The third evaluation area concerned "Teaching Techniques". This was specifically related to what techniques (e.g. lecture, panel discussions, simulation, etc.) a participant thought was most effective or least effective in conveying workshop substance and ideas. Participants were asked to respond as to whether they felt an enumerated teaching technique was either "Very Effective," "Effective," "Somewhat Effective," or "Ineffective".

### III. Teaching Techniques

<u>Very Effective</u>	<u>Effective</u>	<u>Somewhat Effective</u>	<u>Ineffective</u>
45%	43%	11%	1%

Another evaluation area was "Subject Content". Here the task was to determine if the workshop participants believed that the subject content considered in their workshops had been presented in an effective manner. Participants were asked whether they felt that the workshop subject content presentation had been "Very Effective," "Effective," "Somewhat Effective," or "Ineffective".

### IV. Subject Content

<u>Very Effective</u>	<u>Effective</u>	<u>Somewhat Effective</u>	<u>Ineffective</u>
41%	45%	12%	2%

The fifth substantive evaluation area was "Workshop Elements". Here an attempt was made to discern what specific elements the participants were most or least satisfied with. That is, participants were asked how satisfied or dissatisfied they had been with workshop elements such as speakers, subject content, techniques of presentation, opportunity to interact with fellow participants and the overall program. Participant response included: "Very Satisfied," "Satisfied," "Somewhat Satisfied" and "Dissatisfied."

### V. Workshop Elements

<u>Very Satisfied</u>	<u>Satisfied</u>	<u>Somewhat Satisfied</u>	<u>Dissatisfied</u>
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Evaluation area six considered the relevance and applicability of the workshop presentation to the participant's job experience. A workshop participant had four response choices with regard to the relevance of the workshop



presentation to his/her job. The response choices were that of "all," "most," "some," or "none" of the presentation was directly job related.

#### VI. Relevance of Workshop to Job

<u>All</u>	<u>Most</u>	<u>Some</u>	<u>None</u>
34%	44%	23%	0%

A workshop participant also had four response choices with regard to the applicability of the workshop presentation to his/her job. The responses, again, included "all," "most," "some," or "none".

#### VII. Applicability of Material to Job

<u>All</u>	<u>Most</u>	<u>Some</u>	<u>None</u>
19%	51%	31%	1%

The final post-conference evaluation area concerned the total workshop experience. Here an attempt was made to discern the overall impressions of the participants of the workshops. It was felt that this could best be determined by asking the participant: (1) if he/she felt the workshop had been worth his/her time; (2) if he/she recommended that the workshop be continued; and (3) if he/she would recommend that a peer attend the workshop.

#### VIII. Total Workshop Experience

	<u>Yes</u>	<u>No</u>	<u>Undecided</u>
a. Worth your Time?	94%	2%	4%
b. Should it be continued?	97%	1%	2%
c. Would you recommend your peers attend?	96%	1%	3%

Results of the post-conference evaluation indicates that SCMTC was extremely successful in achieving the workshop goals. It might be objected though, that the results were skewed in a positive direction because of the response choices provided on the evaluation forms. That is, the response choices usually offered only four choices, primarily arranged in the order of "Very effective (Satisfied)", "Effective (Satisfied)", "Somewhat effective (Satisfied)", and "Ineffective (dissatisfied)". To conform to a true summated-rated scale, the choices

should have also included "Somewhat ineffective (dissatisfied)" and "Very ineffective (dissatisfied)" arranged, of course, with those included on the evaluation form in the proper sequence. This argument is unacceptable, however, because in every instance in each of the evaluation areas the top three categories (which indicated positive responses, always included at least ninety-seven (97) percent of the replies. That is, ninety-seven percent of the responses were always in the "Very effective (Satisfied)", "Effective (Satisfied)", or "Somewhat effective (Satisfied)" categories. Thus, at least ninety-seven percent of the responses were positive in every evaluation category. The results, without question, indicate that SCMTC was highly successful in achieving the objectives and goals of each workshop.

Post-Post-Conference Evaluations: Approximately six weeks following a workshop participants were asked to complete a post-post conference evaluation. The purpose of the post-post conference evaluations was to determine if participants had been able to implement the subject content of the workshop (or any part of it) to their job situation. It was felt that six weeks subsequent to the workshops would be a reasonable interval for the participant to have had the opportunity to implement the subject content. Also, an attempt was made to discern what attitudes and impressions the respondent held of the workshop six weeks later. The participant by then, it was thought, should have had no doubt as to whether the workshop had or had not been worth his/her time and effort. As with the post-conference evaluations, the anonymity of all respondents was respected.

The post-post conference evaluations considered, thus, two substantive areas--implementation and workshop attitudes and impressions. Under workshop attitudes an effort was made to discern positive and/or negative attitudes the participants might have had about the workshop while under impressions an attempt was made to determine whether respondents felt that the workshop was sufficiently valuable that they would attend again or suggest that a peer attend.

With regard to implementation, eighty (80) percent of the respondents said that they had been able to implement at least part of the subject of the workshop to their job experience, while twenty (20) percent said they had not. It should be noted that some of the participants among this twenty percent had attempted to implement some phase or phases of the workshop experience but had been frustrated. Some also reported that they anticipated being able to implement at least part of the workshop experience in the near future.



Concerning attitudes about the workshop, eighty-four (84) percent of the respondents' comments were judged to be positive; twelve (12) percent were felt to be negative, and four (4) percent were judged to be neither positive or negative. Looking at whether a respondent would consider attending a similar workshop or recommend that a peer do so, ninety-five (95) percent said yes, two (2) percent said no, and three (3) percent were undecided. It is also interesting that three respondents were so enthused about the workshop they attended that they were going to conduct their own.

The post-post conference evaluations, like the post-conference evaluations, indicated that SCMTC was extremely successful in developing workshop experiences which were essentially alike on both the post-conference and the post-post conference evaluations concerning attendance at another workshop obtained essentially the same response--ninety-seven percent and ninety-five percent respectively. Given the results of the evaluation, it is difficult to see how SCMTC could have generated much more enthusiasm than it did with regard to the workshops.

b. Goal: To encourage participation in regional and national staff development activities the project will provide approximately fifteen scholarships of a maximum of \$150.00 each to attend developmental experiences outside their own agency.

Measures: 1. Number of applications received  
2. Number of scholarships awarded  
3. Type of program attended i.e., were programs related to current trends in corrections  
4. Results of the evaluation of program attended by scholarship recipients.

Outcomes: 1. In all sixty-six (66) scholarship applications were received. This number (for fifteen announced slots) is significant particularly since the Council members agreed that as a general rule the larger agencies in the region which had monies set aside for external staff development activities would not apply for scholarships.

2. Twenty-nine scholarships were awarded during the grant period or almost twice the goal for this phase. (This number has increased for every grant period-see Fact Sheet.) Each of the recipient applications met the five Council-established criteria for award: 1) the type or nature of the staff development experience and assessment of its merit; 2) the relationship of the applicant's job position or work responsibility to that of the development experience; 3) assessment of why and how the applicant felt the development experience would be of value in the conduct of his/her job; 4) the recommendation and determination by the applicant's senior supervisor that the development experience would be of job related value and benefit to the applicant in his/her job execution; and 5) whether attendance at the development experience was contingent upon the applicant's receiving a scholarship award.

3. Twelve different developmental or training events were attended by the scholarship recipients. The following list of these indicates the variety and breath of experiences made possible for correctional personnel through this phase of the project. Most dealt with client related problems, the majority dealt with juvenile programs and most were of a community-based nature in line with current trends in corrections. The twelve were:

"Youth Development As Delinquency Prevention" sponsored by the National Federation of State Youth Service Bureau Associations

"Second Annual Conference on Juvenile Justice" sponsored by the National Council of Juvenile Court Judges and National District Attorneys Association

"Reality Therapy" sponsored by Augusta College

"Introduction to Transactional Analysis" sponsored by Asklepiion Foundation

North American Congress on Alcohol and Drug Problems" sponsored by North American Congress on Alcohol and Drug Problems

"Goal-Oriented Approach to Supervising Staff and Practicum Students" sponsored by the Center for Advanced Study and Continuing Education in Mental Health

"Transactional Analysis - Course 201 Basic Course in TA and Experimental Learning Unit" sponsored by International Transactional Analysis Association

"Annual Study Conference" sponsored by Alabama Council on Crime and Delinquency

"The Fifth National Symposium and Workshop on Protecting the Abused, The Neglected, and The Sexually Exploited Child sponsored by The American Humane Association

"Effective Communications: The Vital Link to Public Support" sponsored by National Public Relations Councils of Health and Welfare Services, Inc.

"Reality Therapy" sponsored by Kmauha Family Court

"Georgia's Eleventh Psychiatric Institute on Group Behavior and Group Leadership" sponsored by the Department of Psychiatry, Emory University School of Medicine.

- 4.. Evaluation of Development Experience. In order to gain some understanding of the impact and importance of the development experiences, scholarship recipients were required to evaluate the training event they had attended.\* Evaluation forms were provided by SCMTC (note Appendix C for Evaluation forms).. Salient points of the evaluations included:

\*Scholarship awards actually consisted of reimbursement up to an agreed amount for travel, tuition and other expenses incurred by the participant. In order to receive the reimbursement, scholarship recipients were required to complete and return an evaluation of the development experience.

"Were learning experiences met?"

"Was it (development experience) related to your job?"

"Did it help you perform your job better?"

"Do you plan to implement or incorporate any part of the learning experience into your job?"

"Would you recommend the learning experience to others?"

A study of the evaluations indicated that of all the scholarship recipients only one complained that his learning experiences had not been met. One other said that she felt her learning experience had only barely been met. The vast majority, however, claimed that they were well satisfied and that their learning expectations were fulfilled.

"My learning expectations were definitely met. This was the most worth while training event I have attended."

"Yes! I found the conference to be interesting, informative and relevant to all phases of my work."

"Most definitely! The lecturers were all experts in their chosen fields. They gave much insight and knowledge into the 'how to's..."

With regard to whether the development experience was relevant to the recipient's job responsibilities, everyone reported that it bore at least some relevance to their jobs. Two-thirds of the recipients indicated that the development experience was totally or almost totally related to their work responsibilities. Some comments were:

"...related directly to my job as I was able to learn what new resources will be available..."

"all of the material was directly related to my job."

"100 percent related"

"The techniques demonstrated can be used directly in my job."

When asked if the development experience had assisted them in their job performance, all of the recipients said it had. One, however, said that it had only marginally assisted him in his work performance. Over half of the scholarship recipients said the development experience had significantly assisted them in their work responsibilities. A few of the comments included:

"The training gave me insight as to how I can better perform my job in the future."

"Yes, I can relate to people better..."

"Yes, I think I am better able to work with many of the other agencies that I came in contact with..."

"Yes, many legal aspects were discussed and this gave me new insight into awareness for tactful dealing with parents in awkward situations."

In the very important area of implementation, every scholarship recipient said that they were able to implement at least some portion of the development experiences, although one claimed that he had had only partial success in implementing what he had been exposed to. It should be noted that where implementation was contingent upon the cooperation or assistance of others the degree of implementation success was less than where the implementation was essentially a commitment on the part of the scholarship recipient.

That is, inter or intra agency implementation may not have always been possible, but those phases of the development experience which could be implemented at the personal level were usually implemented by the scholarship participants. It is indicative of the value and worth of the development experiences that an overwhelming majority of the scholarship participants implemented some phases of their development experience.

Perhaps the most important measure of the value and success of a development experience is whether participants would consider participation again in the development experience or recommend that others have this opportunity. Every scholarship recipient said that they would either like to attend the development experience again or either hoped that it would be possible for others in their agency to attend. One participant, however, conditioned this with the requirement that the development experience be broader. It might be argued, though, that this overwhelming positive response is exactly what would be expected. After all, the participant is given the opportunity to travel and to get out of the office for a few days. Besides, even if the workshop specifics are deficient it is interesting and informative to meet colleagues and have the opportunity to exchange ideas and thoughts concerning events in the field of corrections. While this argument has merit, the overwhelming number of scholarship participants reported that it was both the training event specifics and the peripheral aspects (i.e. meeting other people, exchanging ideas, etc.) of the development experience which encouraged them to either want to attend again or recommend that others within their agency have this opportunity. Some typical remarks:

"Yes-very strongly!!! I feel that others would find TA principles relevant and valuable."

"I would highly recommend this training event to anyone in the field of social work, education, mental health, and juvenile justice."

"Yes! Very much so! The course was concise and easily understood."

"Yes! The staff did an exceptionally professional job in presenting the program..."

The scholarship program, thus, was considered to have achieved and surpassed its goal. First, it was possible for more scholarships to be awarded than originally projected because less amounts were expended per scholarship, and additional funds (approximately \$1,500.00) became available through judicious use of funds in other program areas. Secondly, correctional agencies which were least able to send participants to the various development experiences were offered this opportunity. In addition, the agenda of the various development experiences was quite broad resulting in a substantial variety of development experiences which were not normally available to state and corrections agencies with limited training resources. Finally, the overwhelming number of scholarship participants indicated that their expectations of the development experiences were met, and that they had been exposed to an event which was both valuable and practical. It might be concluded that dollar for dollar the scholarship program was one of the most successful phases of SCMTC.

c. Goal: To contribute to the field of knowledge of corrections by developing three useful resource documents on subjects of critical interest to the field of corrections and a means for distribution of same.

- Measures:
1. Number of resource documents produced
  2. How they were received by the field as measured by requests for copies, variety of agencies requesting copies and where possible, stated usage
  3. Whether the Institute of Government determined publications to be of sufficient merit following initial distribution that it would re-publish and distribute on a cost plus handling basis.
  4. Any national recognition in addition to requests from outside the region that publications might receive.

- Outcomes:
1. Four resource documents were prepared under the recently completed grant. This is one more that was required under the project. They were as follows:

Management by Objectives: A Corrections Perspective

The Role of Interpersonal Trust in Correctional Administration

Correctional Application of Change Theory  
Time Management in the Correctional Setting

As can be noted by the titles the subjects of the publications are of importance and interest to correctional administrations.

2. Initially five hundred copies are printed for free distribution. One copy is sent to all correctional agencies in the region with a cover letter that they can request additional copies. Then notices are sent to national journals and newsletters (NCCD, ACA, LEAA, etc). Of the ten publications which have been printed since 1971 (there is a time lag with three currently in the printing process) more than the initial five hundred printed have been requested and distributed. On Management by Objectives, for example, an additional two hundred and fifty were printed and distributed at no cost. Requests for publications were received from all fifty states and one foreign country. Moreover, agencies requesting copies were not limited to correctional agencies. Approximately sixty-two (62) percent of the requests were received from correctional agencies, twenty-two (22) percent of the requests were received from universities, approximately twelve (12) percent from non-correctional governmental agencies and finally some four (4) percent of the requests were received from private consultant groups. When usage was state in requests it was indicated that publications would be used for training fifty-one (51) percent of the time, for reference thirty-four (34) percent of the time, and for research fifteen (15) percent of the time.
3. The Institute of Government has found that all publications produced under this program since 1970 have been of sufficient merit and have generated enough interest from the field that each one has been reprinted and is available for sale on a cost plus handling basis.
4. One of this year's publications, Management by Objectives, has been singled out for special recognition by the National Institute of Law Enforcement and Criminal Justice. After receiving the publication they requested that they be granted permission to use MBO as a prescriptive package since it represented the only such resource available to the field of corrections. Permission was granted and MBO was issued by NILECJ as a prescriptive package in the fall of 1975. Additionally, other SCMTC publications, such as Readings in Labor Management Relations and Crime and Corrections: A Guide to Action have been reviewed by the National Criminal Justice Reference Service and abstracts sent out under their criminal justice information clearinghouse system. We have been informed that The Role of

Interpersonal Trust in Correctional Administration is being reviewed and we will send the remaining three publications to them for their consideration when they are received from the printer. To our knowledge several of the publications have been "first" in terms of resources for correctional administrators. For example, Readings in Employee Agency Relations was the first publication produced nationally that related labor issues in the correctional setting. It also contained the first nationwide survey conducted of the extent of collective bargaining in state level correctional agencies. This survey was done in 1972-73 as part of preparing seminars on this subject for SCMTC. Copies of four SCMTC publications are included in Attachment C. Also included in Attachment C are copies of the SCMC Review, a regional newsletter produced under the program to provide linkages and communication across agency lines to the eight states, as well as items of interest from national sources.

d. Goal: To assist in the development of internal strengths of departments by means of technical assistance in staff development and management problems.

Measures: Note: This is one of the most difficult phases to evaluate since project staff serve as "the person on the other end of the phone" for a wide range of requests, not all of which are recorded through the established internal technical assistance form.

1. Number of requests received and from whom
2. Types of requests received
3. Subjective evaluation of the nature of response and feedback regarding assistance

Outcomes: 1. During the recently concluded grant period 33 requests for technical assistance were recorded. Unfortunately, many more were received and filled but not recorded. Of those recorded, seventy-nine (79) percent of the requests for technical assistance were made by correctional agencies; twenty-one (21) percent came from other sources including other governmental agencies, universities, and private consulting groups. Sixty-one (61) percent of the recorded requests originated in the southeast while thirty-nine (39) percent came from other states and Canada.

2. As noted, the types of requests varied widely. Fourteen (14) percent were requests for direct problem solving; three (3) percent of those recorded were for assistance in conducting training seminars; thirty (30) percent were for requests for publications or other material; and fifty-three (53) percent were requests for reference assistance. For example, five agencies in the region that appointed new staff development directors during the grant year requested assistance in orienting the new personnel. In two instances staff development directors spent a day with project staff reviewing our library of training material. In the other three cases copies of material was sent to them following extensive phone conversations. As another example, following the Rights of Offenders and Personnel Seminar one state agency decided to implement an inmate grievance system. On request they were supplied with additional reference material and a list of knowledgeable people in the field that might be of assistance. In Georgia and Kentucky, as another example, the project staff have made presentation for internal and state-wide training programs on community corrections and affirmative action.

The North Carolina Criminal Justice Training Academy, as another example, was provided a list of possible consultants for a three day planning session on criminal justice standards and curriculum development. The project director was also used as consultant for on-site assistance at work session.

3. Ninety-four (94) percent of the recorded technical assistance requests were handled by correspondence and phone. Only six (6) percent of the requests were handled by on-site consultation. From a subjective view point, this would seem the most effective, economical way to handle the requests since all technical assistance had to be handled by limited project staff and the nature of the requests generally lent themselves to referral to other sources or the mailing of resource material.

A review of the correspondence received on technical assistance follow-up indicates that thirty (30) percent of the agencies receiving help requested additional assistance and some eighteen (18) percent responded, thanking us for the assistance and indicating it had been helpful. This was voluntary since there was no built in effort by the program to solicit the response to the requests for assistance.

e. Goal: To provide a medium (Advisory Panel) by which correctional administrators in the region share information, identify common problems and needs, and plan, develop and coordinate cooperative efforts aimed at the solution of identified problems.

- Measures:
1. Willingness on the part of administrators to participate in the Advisory Panel and attendance at meetings
  2. Recognition within the Region and outside the region that this body is a source of two way communication and planning mechanism for the administrators in the region
  3. Evaluation of Panel in terms of ability to identify common concerns and move toward cooperative efforts in their solution

Outcomes: 1. The original Advisory Panel formed in 1970 was selected by the University in consultation with the LEAA Regional office to be representative of the states and subcomponents of corrections as well as major universities in the region that had expressed an interest in regional staff development. Three of the original four corrections personnel on the first Advisory Panel are still members of the Council. In January 1972 the Advisory Panel was reorganized by the Panel members. Those members which had been initially selected but who had not been active were replaced by key operating correctional administrators who panel members felt would bring support and resources to the program. All those invited to be on the Panel during the program period have accepted and remained until they changed operating agencies or are still on the Council. The Panel approved a policy that if any member missed three meetings in a row he was dropped from the Panel. Since 1972 it has not been necessary to invoke that policy. Attendance has been excellent for the 3-5 meetings held per year, particularly considering that the Panel (now



Council) is made up of the top level administrators in the Region. Out of 13 members (the '75 reorganization added five more members) the most ever absent has been three. At the last meeting of the expanded Council, seventeen of the eighteen members were present for the one and a half day meeting.

2. Recognition of the Council within the region as a source of two-way communication and as a planning/coordination vehicle culminated at the Regional Directors Seminar in May 1975 when the 27 agency directors or their representatives authorized the SCMTC Advisory Panel to become the SCMC and address areas of concern over and beyond regional staff development. The Regional LEAA office has consistently since 1972 consulted first with the Advisory Panel and now with the Council regarding impact of LEAA programs, feedback on current and future activities in the corrections area, and problems facing corrections in the region. For example, the Chairman of the Council will serve on the advisory committee for the LEAA Regional Seminar on the Judiciary to insure that correctional input is included on that program. Nationally the Council has served as a key to the dissemination of information to the region. Recently, for example, the National Civil Service League asked Council assistance in disseminating information regarding a seminar on affirmative action for agency administrators to be held in the Region. In terms of upward communication, the Chairman of the Council serves on the Advisory Board of the National Institute of Corrections and one of the Executive Committee served on the LEAA Blue Ribbon Task Force on Corrections. In these capacities they have solicited issues and problems from the Council to bring to the attention of those two bodies.

3. In 1970 when the Advisory Panel was brought together the first project outlining needs and program activities was already established. By 1972 the group had begun to develop an esprit de corps and ability to share problems to the point that each year's staff development program from that point on was planned by the Council. In the fall of 1974 Council members became increasingly concerned about the lack of upward flow of information particularly to federal funding sources which they felt resulted in unrealistic program guidelines that did not reflect Region IV correctional problems. The need to expand Council's scope to management concerns over and above regional staff development programs culminated at the Directors and Board Chairmen Seminar held in May 1975. Prior to that seminar in February 1975 the Council had elected acting officers for the first time and established a committee on organization. Following the May seminar the Council adopted the

attached constitution and by-laws and elected permanent officers. (The Council constitution and By-Laws are attached here because it demonstrates the fulfillment of this goal of the program.) Their first act was to vote unanimously to remain in an advisory capacity to the regional staff development project and to pursue funding for other programs, specifically the regional task force program which had emanated from needs defined at the May Directors seminar. The task force project was submitted and the Council voted at their recent meeting that if all other efforts to obtain the \$1,666 cash match necessary to implement the project failed, they would match it out of their own pockets. This we feel is symbolic of the degree of commitment to the Council concept and certainly demonstrates growth from the first Advisory meeting in 1970.

- (2) When the program started in 1970 there were five or seven multi-agency staff development project funded by LEAA at that time. Of the original concept, only Western Interstate Compact of Higher Education and the New England Regional programs are still on-going in any fashion. The Southeastern Correctional Management Council's program, to our knowledge, is the only one that has accomplished this degree of multi-agency cooperation and has grown in terms of participation in every phase of program every year. No other multi-agency program, to our knowledge, has developed the working relationship among correctional administrators at the state and local level over a broad geographical area as has been achieved under this program. Therefore, to our knowledge, this program has been more successful than any other projects addressing the same issues.

(b) Replicability

- (1) Yes, the problem of breaking down isolation among subcomponents of communications both within states and among states is of critical concern to the advancement of correctional practice. How can we expect growth, innovation and high standards of practice when adult and juvenile, probation, parole and institutional personnel never have the opportunity to share ideas, information or joint problem solving experiences. In the area of court actions, as an example, what affects one segment of corrections or one state will soon affect the others. Also, correctional administrators are looking for answers to common problems and it is a well known principle of management that diagnosis of problems and solutions developed closest to the problem will be the most effective. Administrators in this or any region know their problem best. They know, for example, what training has been done and have ideas about what training needs to be accomplished. They identify with courses of action they have devised, will support them and encourage their peers to do so. Programs, standards and other activities devised in a void without input from the local and state level, if not doomed to failure, will at the very least meet resistance and will not be reinforced after the "experts" have returned home.

The model developed and implemented under this program would be applicable to multi-city/county, multi-state, or any multi-agency combination of criminal justice programs. It is applicable in any situations where joint problem diagnosing system planning and cooperative implementation is necessary. And it would seem that these are common problems throughout the Criminal Justice System.

(2) Yes

(3) The features of this program which have been responsible for its success should be obtainable in other settings. First, the concept is built on common sense and good management practice. Ask people what their problems are, help them clarify what areas need the most attention, then develop and implement programs to meet defined needs and finally obtain feedback to continue upgrading of service offered.

There has been fairly high continuity of program staff (two directors in five years) over the program period and a high degree of commitment on the part of the Institute of Government and the University of Georgia to the program. Administrative red tape on the part of the University has been kept at a minimum.

The project has also had a high degree of encouragement, support and cooperation on the part of the LEAA Regional Office administrators and staff as well as support and assistance from the Georgia Crime Commission.

Time is another factor in the program's success. Trust and confidence in the ability of such a program cannot be produced over night.

Finally, a core of administrators in the region have been committed to the program's success. This was not automatic, however, and is built into the methodology. That is, there was planned involvement of agency personnel in the program through the Advisory Panel and on-site visits to agencies in the region. Once this relationship was established and the program became "theirs" the commitment followed.

The program staff have also had the flexibility within the funds allotted to change emphasis as needs arose. The Council took the stand that they wanted programs to be in the forefront of correctional issues. So, for example, this meant recognizing issues such as labor relations, program needs of female offenders and affirmative action in advance of their becoming "national" issues. These could not have been foreseen in some instances a year in advance nor could they have been "prescribed" for the region unless they felt the need for them.

There should be no reason that good program administration and commitment could not be built in in other areas where this program might be replicated. In fact, the Probation Services Council of Illinois has already used project staff as a sounding board, attended our training sessions, and utilized SCMC monographs in building their multi-agency probation program.

(4) The only restrictions which we can foresee for such a program would be that there should be several agencies involved and they should have some problems in common. There are, for example, all sizes of agencies from 20 to 2,000 involved currently in the program, with highly diverse levels of sophistication. There is no reason why the program should be limited to corrections but could involve police and courts if the geographic area and number of agencies were smaller.

(c) Measurability

(1) Yes - the program has been in existence since 1970.

(2) Each phase of the project has been evaluated each grant period. The workshop and scholarship phase obviously lend themselves more readily to evaluation. Evaluations have been conducted for each workshop given in the 5-year period and most are on file. Post-post conference evaluations have been conducted for most of the seminars over the last two years and are on file. Progress reports and final reports for each grant period contain evaluation data.

The program has not had a formal external evaluation; however, it has been monitored by the Georgia State Crime Commission, the LEAA Region IV Office and the Council.

(3) Evidence as to meeting program goals can be found in the preceeding section under (a) Goal Achievement.

(d) Efficiency

(1) Again, this question is addressed to some degree under section (a) Goal Achievement. Without this program none of these accomplishments would have taken place. The project has operated with minimum of staff and financing. While we do not have specific data we are aware that other multi-agency staff development programs have been funded on a regional and national level. Informal contacts with other groups indicates that they have had more funding, reached fewer people, with less lasting carry over value than this project.

(2) No

(e) Accessability

(1) Yes

(2) Yes - The program will continue with an extension through December 1976. Also, the Council has plans to maintain at least some of the program beyond that date.

3. Outstanding Features

- (a) The Council itself - see Goal e under Goal Achievement.
- (b) The publications - see Goal c under Goal Achievement.
- (c) The training programs - see Goal a under Goal Achievement.

4. Weakness - The Council has not yet solved the financial problems of assuming such a complex group of services covering eight states and a multiplicity of agencies. This problem is being addressed and could be built into any planned replication of the concept.

5. Degree of Support - The support for this program is evidenced by (1) financial contribution of cash and in kind services over the 5-year period (See Fact Sheet Attachment C). (2) The growth in the number of agencies and personnel served over the period (See Fact Sheet Attachment C). (3) The continued financial support of the program by LEAA and (4) the continued involvement of the Council members in the planning and implementation of the program.

Appendix I

## Evaluation Forms:

- Post-conference
- Post-Post conference
- Scholarship



SOUTHEASTERN CORRECTIONAL  
MANAGEMENT TRAINING COUNCIL

Basic Management II  
December 8-13, 1974  
Jacksonville Beach, Florida

PROGRAM EVALUATION

1. Attainment of Workshop Objectives

Listed below are the objectives of this workshop as determined by your suggestions at the first session and by the planners. Please indicate your response to their attainment by circling one of the numbers on the continuum from Highly Successful to Unsuccessful.

	<u>Highly Successful</u>	<u>Somewhat Successful</u>	<u>Unsuccessful</u>
a. To enhance skills in leadership, problem solving, decision making, and other administrative functions.	4	3	2 1
b. To provide conceptual knowledge of the effective innovations in the management area thru the development of managers as key change agents.	4	3	2 1
c. To assist in the attainment of an awareness of management style as it relates to planned change and conflicts.	4	3	2 1
d. To provide an opportunity for creative exchanges of ideas with other professional administrators.	4	3	2 1

2. Pre-Workshop Expectations

Please place a check in the appropriate block below which best indicates whether your expectations were realized.

Exceeded\_\_\_ Realized\_\_\_ Somewhat realized\_\_\_ Unrealized\_\_\_

Post-Conference Evaluation Form

If your response was somewhat realized or unrealized please explain:

3. Teaching Techniques

Please circle each technique on the scale below from Very Effective to Ineffective.

	<u>Very</u> <u>Effective</u>	<u>Somewhat</u> <u>Effective</u>	<u>Ineffective</u>	
a. Lecture	4	3	2	1
b. Large group discussion	4	3	2	1
c. Group exercises	4	3	2	1
d. Simulation games	4	3	2	1
e. Audiovisual presentations	4	3	2	1
f. Readings	4	3	2	1

4. Subject Content

Please indicate your response by circling one number on the continuum from Very Effective to Ineffective.

	<u>Very</u> <u>Effective</u>	<u>Somewhat</u> <u>Effective</u>	<u>Ineffective</u>	
a. Leadership skill development	4	3	2	1
b. Ways of handling change	4	3	2	1
c. Understanding the problem -- Force Field Analysis	4	3	2	1
d. A model for understanding conflicts	4	3	2	1

	<u>Very</u> <u>Effective</u>	<u>Somewhat</u> <u>Effective</u>	<u>Ineffective</u>	
e. Planning & Staff Development	4	3	2	1
f. Techniques for control	4	3	2	1
g. Delegation of authority	4	3	2	1

5. Workshop Elements

Please grade your workshop experience according to major elements by circling a number on the continuum below.

	<u>Very</u> <u>Satisfied</u>	<u>Somewhat</u> <u>Satisfied</u>	<u>Dissatisfied</u>	
a. Speakers	4	3	2	1
b. Subject content	4	3	2	1
c. Techniques of presentation	4	3	2	1
d. Opportunity to interact with fellow participants	4	3	2	1
e. Opportunity to participate	4	3	2	1
f. Overall program	4	3	2	1

6. Applicability of Workshop to Job Experience

A. Please indicate the relevance of this workshop to your job by checking one of the below.

- a. All of the material is directly related to my job. \_\_\_\_
- b. Most of the material is directly related to my job. \_\_\_\_
- c. Some of the material is directly related to my job. \_\_\_\_
- d. None of the material is directly related to my job. \_\_\_\_

B. (Only check one of the below.)

- a. I will be able to apply all of the workshop material to my job. \_\_\_\_
- b. I will be able to apply most of the workshop material to my job. \_\_\_\_
- c. I will be able to apply some of the workshop material to my job. \_\_\_\_

d. I will not be able to apply any of the workshop material to my job. \_\_\_\_\_

7. Total Experience

Please check below your attitudes and feelings toward the entire workshop.

- a. What one subject, if any, was of most value? \_\_\_\_\_
- b. What one subject, if any, was of least value? \_\_\_\_\_
- c. The workshop was well worth my time. Yes \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_
- d. I would recommend that this workshop be continued. Yes \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_
- e. If this workshop was given again I would encourage my peers to attend. Yes \_\_\_\_\_ No \_\_\_\_\_ Undecided \_\_\_\_\_

8. Comments and Suggestions

Please direct your response toward a specific program area.

A. Future workshops should emphasize and/or include in the program:

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B. Future workshops should de-emphasize or dismiss from the program:

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Post-Post Conference Evaluation Form

Southeastern Correctional Management  
Training Council

POST CONFERENCE EVALUATION

Introduction:

It has been approximately 4-6 weeks since you completed the workshop entitled \_\_\_\_\_ at the University of Georgia. At the workshop's completion an evaluation was distributed which had you assess the program's relevance as related to your job task. Also, you were asked to determine what portion of the material could be applied.

In a continued effort to develop highly relevant workshops we are attempting to determine the long term effects and impact of each program. Your completion of this evaluation will facilitate this effort and your cooperation is appreciated. Upon completion please return to Mrs. Joann B. Morton, Corrections Division, Institute of Government, Academic Building, University of Georgia, Athens, Georgia 30602.

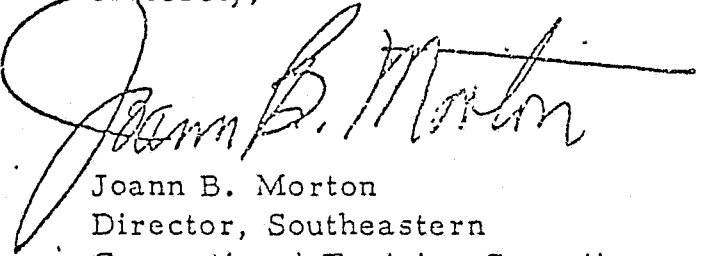
1. What one single element has been most beneficial to you upon return to your job? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. What workshop elements appeared applicable to your job, at the time of the workshop but did not prove feasible? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. What workshop elements have you implemented successfully? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
4. What workshop elements have you attempted to implement but have been unsuccessful at this time? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. If you have discussed this workshop with your supervisor and/or peers what was their response? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

As you have now noted there is no place for your name, agency, etc. This is in keeping with our aim of maintaining confidentiality.

Thank you for your help.

Sincerely,

  
Joann B. Morton  
Director, Southeastern  
Correctional Training Council

SOUTHEASTERN CORRECTIONAL MANAGEMENT  
TRAINING COUNCIL

Evaluation of the Training Event

Identifying Data

Name: \_\_\_\_\_ S.S.# \_\_\_\_\_

Agency: \_\_\_\_\_

Address: \_\_\_\_\_

Training Event: \_\_\_\_\_

Sponsoring Agency: \_\_\_\_\_

Location: \_\_\_\_\_

Date(s): \_\_\_\_\_

1. Briefly describe the structure of the training event as to total hours, types of learning (group interaction, films, lecture, etc.), main points, etc.

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2. Were your learning expectations met? Explain:

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Scholarship Evaluation Form

3. What portion of the material was directly related to your job?

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---

4. What new skills and/or knowledge did you gain from this learning event?

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5. Has the training event helped you to perform better in your job? Explain:

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---

6. Do you plan to implement part or all of the material learned at this training event? Explain:

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7. Would you recommend this training event to others? Why or why not?

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8. Did you receive matching contributions from your home agency and/or other agencies to cover the expenses of your workshop experience? Yes \_\_\_\_\_ No \_\_\_\_\_

\_\_\_\_\_  
Signature of Trainee

I certify that I have incurred expenses of \_\_\_\_\_ dollars in this training event for which I should be reimbursed according to the scholarship award agreement.

\_\_\_\_\_  
Signature of Trainee



OFFICE OF THE GOVERNOR

## State Crime Commission

1430 WEST PEACHTREE STREET • SUITE 306 • ATLANTA, GEORGIA 30309

Telephone (404) 656-3825

February 16, 1976

### Appendix J

#### Endorsements

Mr. Charles Rinkevich, Regional Administrator  
Law Enforcement Assistance Administration  
730 Peachtree Street, N. E.  
Atlanta, Georgia 30308

Dear Mr. Rinkevich:

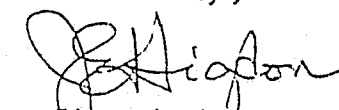
On behalf of the Georgia State Crime Commission, I would like to endorse the Southeastern Correctional Management Training Council Project for consideration by the National Institute of Law Enforcement and Criminal Justice Exemplary Project Program.

The Council Project has been operating since 1970 and represents a unique regional, multi-agency approach to manpower development problems. Through the Council's activities, resources throughout the region are being focused on common management and system improvement efforts.

This project demonstrates that LEAA, universities and operating agencies can work together in a significant way providing the richness that results from a blend of theory and practice. The strategies and techniques developed to enable this blending should be transmitted to others who wish to implement consistent standards and goals across agency lines.

Thank you for your consideration of this matter.

Sincerely,

  
Jim Higdon  
Administrator

JH:lij

UNITED STATES DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION



TELEPHONE

404/526-5868  
404/526-3414  
404/526-3556

REGIONAL OFFICE

Suite 985, 730 Peachtree Street, N.E.  
Atlanta, Georgia 30308.

December 23, 1975

Ms. Jo Ann Morton, Project Director  
Southeastern Correctional Management  
Task Force  
University of Georgia  
Athens, Georgia 30601

Dear Ms. Morton:

Subject: Exemplary Project

The Regional Office of LEAA recognizes the fine performance of the Southeastern Correction Management Training Council in meeting the training needs of Region IV Correctional Administrators and staff. Project staff are to be commended for the last five years of effort, dedication, commitment, quantity and quality of training and organizational leadership.

The Regional Office nominates SCMTC for consideration as an Exemplary Project. While there may be problems in measurement/evaluation, it would still be worthwhile to apply for consideration since no exemplary training projects have been selected by LEAA. The Project recommendation should be sent to SCC & LEAA RO IV simultaneously by January 28, 1976. This gives you a month to work on it. With SCC & LEAA RO endorsement it will be forwarded to Office of Technology Transfer in Washington, D. C. Deadline for consideration is February 28, 1976. Announcements will probably occur between June - September 1976. Please let me know if I can be of any help to you in drafting this paper.

Sincerely,

B Bruce Cook

B. BRUCE COOK, Ph.D.  
Corrections Specialist



January 15, 1976

Ms. Joann Morton, Project Director  
The Southeastern Correctional  
Management Council  
Corrections Division of  
The Institute of Government  
The University of Georgia  
Room 322; Academic Building  
Athens, Georgia  
30602

Dear Ms. Morton:

The Southeastern Correctional Management Council has been of invaluable assistance to this State and to the Region. Not only have we been able to institute training in essential areas in correction but we have also been able to share problems and formulate policies and objectives that have improved the efficiencies of all the States in the Southeast.

This Council has been some of the best spent LEAA money to date.

Sincerely yours,

Allen L. Ault, Ed.D.  
Commissioner

ALA:k





UNITED STATES DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

REGIONAL OFFICE

Room 985, 730 Peachtree Street, N. E.  
Atlanta, Georgia 30308

February 24, 1976

TELEPHONE

404/526-5868  
404/526-3414  
404/526-3556

Ms. Mary Ann Beck  
Office of Technology Transfer  
U. S. Department of Justice  
Law Enforcement Assistant Administration  
Washington, D.C. 20531

Dear Ms. Beck:

The purpose of this letter is to encourage the serious consideration of the Southeastern Correction Management Training Council project as an Exemplary Project.

This project represents one of a very few really outstanding discretionary grants which has been awarded in Region IV. The SCMTC has been supported through discretionary grant funds for six years and has been shown to be consistently viewed as a highly successful program by correctional administrators throughout the Southeast.

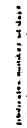
It is requested that you give this project very serious consideration for inclusion in the Exemplary Project Program.

Cordially,

J. Price Foster, Ph.D.  
Manpower Development Specialist

Appendix K

Flowchart of Pre/Post Workshop Activities



Appendix L

## SCMTS Achievements

### Which Are Not Susceptible to Measurement

## SCMTC Achievements

- Establishment of new Department of Youth Services in Alabama. George Phyfer, Director, is long time Council member and used those contacts particularly South-eastern Correctional, Department of Youth Services to help set up his new agency.
- Position of State Coordinator of Community Programs established in Mississippi Department of Youth Services and filled by individuals who has attended three (3) SCMTC workshops.
- Improvements in many jails and small detention facilities and in their inspection services have been attributed to our "Implementation of Detention Standards" workshop.
- Chairman of Mississippi Probation and Parole Board was appointed soon after completing our Basic Management I & II program as a probation officer.
- Improvements in state training programs in Kentucky, South Carolina, North Carolina, Florida, and Alabama attributed to project.
- Institution and state plans for handling riots and disorders were considerably affected in several states as a result of our workshops on the subjects.
- Several community residential facilities - most notably in Alabama - have been successfully started with little or no community resistance due to our "Role of Corrections in the Community" workshops.
- The M.B.O. publication is currently being used in at least three agencies as the major text for their implementation of an agency-wide MBO program.
- Another publication, Media Aids', was widely used throughout the region in developing training programs and material.
- The "Rights of Personnel and Offenders in the Correctional System" workshop supplied participants with information which has since been incorporated into policy in many agencies.
- Material from Basis Management and Planning a Management Function has been used in part or total in similar training programs in both Alabama and Kentucky.
- A stronger personnel entrance procedure was implemented in Florida as a result of our Executive Effectiveness seminar.

## Appendix M

Current Correctional Staff Levels  
in Region IV  
by  
State and Function

Number of Full-Time Equivalent Staff  
by Function and State

	Correctional: Adult	Correctional: Juvenile	Probation/ Parole/ Boards.
Alabama	554	384	234
Florida	5,719	3,600	1,320
Georgia	1,994	424	579
Kentucky	1,157	450	276
Mississippi	575	374	64
North Carolina	4,268	714	550
South Carolina	1,502	650	519
Tennessee	1,641	785	395

**END**

7. 11. 1951/11. 11. 1951