



National Criminal Justice Executive Training Program

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Office of Development, Testing,
and Dissemination
National Institute of Law Enforcement
and Criminal Justice
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ACQUISITION

Through the Executive Training Program, new criminal justice processes and methods created and tested under the sponsorship of the National Institute of Law Enforcement and Criminal Justice have been introduced to thousands of local officials. Many of these officials have subsequently used this new knowledge to enhance the efficiency and effectiveness of criminal justice activities in their localities.

The Institute's Office of Development, Testing, and Dissemination is carrying forward another year of the Executive Training Program to give local criminal justice decisionmakers additional new techniques emerging from Institute-sponsored research. We look forward to the program's continued success, not only in improving the effectiveness of the criminal justice system, but also in helping local governments provide services in the face of shrinking budgets.

**Blair G. Ewing, Acting Director
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and Criminal Justice**

The National Criminal Justice Executive Training Program

is a nationwide training effort that offers officials of state and local jurisdictions the opportunity to learn about improved criminal justice practices and programs. The National Criminal Justice Executive Training Program is sponsored by the National Institute of Law Enforcement and Criminal Justice (NILECJ), the research center of the Law Enforcement Assistance Administration (LEAA), U. S. Department of Justice.

The National Institute supports wide-ranging research in the many legal, sociological, psychological, and technological areas related to law enforcement and criminal justice. It also follows through with the essential steps of evaluating research and action projects and disseminating information on successful efforts to encourage early and widespread adoption.

As LEAA's research, evaluation, and training arm, the Institute works to devise improved methods to control crime and strengthen the criminal justice system and to train law enforcement and criminal justice personnel as well as legislators, mayors, and researchers to use these more promising approaches.

The National Criminal Justice Executive Training Program is a major vehicle for transferring research results to actual application in police departments, courts, correctional institutions, and related agencies across the country. In this program, senior criminal justice administrators and other decisionmaking officials of courts, corrections, and police agencies in each state are selected to participate in workshops and other training activities held across the country to learn about new procedures.

I Goals

The primary goal of the National Criminal Justice Executive Training Program is to

enable criminal justice executives and policyshapers to bring about adoption of improved courts, corrections, and police practices. These improved practices are derived from National Institute research findings, or designed and validated by the Institute's Office of Development, Testing, and Dissemination through its Program Models publication series and Exemplary Projects program. They are the embodiment of the Institute's policy of sharing knowledge and proven practice with local agencies to enable them to be self-directing and self-reliant to the maximum extent possible.

To introduce the new practices throughout the nation, the Institute's Executive Training Program:

- Informs influential policymakers in the larger agencies about new practices and their potential for improving the criminal justice system
- Gives them the knowledge and skills needed to apply these methods in their jurisdictions.

Techniques that have been tested or that promise improved effectiveness or efficiency are presented in Regional Training Workshops, Field Test Training, Local Training, and Special National Workshops. The training topics are selected from among the most promising concepts developed under NILECJ auspices. These include models derived from:

- **Research Results**—Improved criminal justice practices identified through research findings
- **Exemplary Projects**—Projects that show documented success in controlling specific crimes or that have demonstrated measurable improvement in criminal justice service
- **Program Models**—Syntheses of the most advanced techniques, including operational guidelines, that can be followed in locales throughout the country.

The National Criminal Justice Executive Training Program assembles a team of nationally

recognized experts for each training subject. Extensive support services are also provided, including development, editing, and publication of multi-media training materials, comprehensive evaluation, training methodology, and logistical support.

2 Program Activities

Several major activities are being carried out to encourage use by local jurisdictions of improved criminal justice practices derived from research and evaluation.

Regional Training Workshops

Eight workshop series were presented across the country between late 1976 and early 1978, and four new topics are being planned for the third year of the program. Each three-day workshop is devoted to one topic and attended by 50 to 60 top criminal justice policymakers representing the larger agencies in the multi-state regions hosting workshop presentations. In the 1976-77 cycle, participants learned how to manage change processes in:

- **Managing Criminal Investigations**—
Application of systemwide management techniques to increase the successful solution and prosecution of major crimes with reduced resources.
- **Juror Usage and Management**—
Procedures that improve the efficiency of juror selection, usage, and motivation with significant cost savings.
- **Prison Grievance Mechanisms**—
Principles essential to achieving prompt and equitable resolution of problems and disputes, with benefits for both prison staff and inmates.
- **Rape and Its Victims**— Understanding of and skill in the delivery of services to rape victims through community-wide coordination of agencies and programs.

In the 1977-78 cycle of the program, workshops were presented across the nation on:

- **Managing Patrol Operations** — Improving management skills in matching police resources and workload demands, and facilitating citizen participation to increase police patrol effectiveness in the face of decreasing resources.
- **Developing Sentencing Guidelines** — The development of articulated sentencing policies to guide structured judicial discretion toward reducing sentencing disparity among similar offenders and types of crimes to increase equity in the administration of justice.
- **Health Care in Correctional Institutions** — Improving health care of inmates in prisons and jails by assessing needs and problems, developing improved methods and procedures, and identifying required resources based on legal and medical standards.
- **Victim/Witness Services** — Identification of victim/witness services requiring initiation, improvement, coordination, and/or further study; training in implementation skills and plans for improving the interaction and relationships between the criminal justice system and victims and witnesses.

In Cycle III, beginning in September 1978, workshops are being planned on:

- **Community Crime Prevention** — Representatives of police organizations, city administrations, and community-based organizations from similar communities will learn about community crime prevention program models and skills needed to assess, design, and implement appropriate programs in their communities.
- **Maintaining Municipal Integrity** — This workshop series will focus on local government, and the training emphasis will be on prevention. Indicators of corruption, which officials can use to diagnose the extent of their problem, will be applied to real and case study

governments, and prescriptions for prevention will stress accountability through special management methods that can be used by mayors or county executives, city and county managers, and police chiefs.

- **Operating a Defender Office**—In the six years since the U.S. Supreme Court ruled in *Argersinger v. Hamlin*, states and local jurisdictions have established a growing number of publicly financed defender offices to ensure the provision of counsel for persons unable to pay for it. To equip managers of these offices with the needed skills, training will focus on five topics: case management, budgeting, personnel administration, internal office systems, and external office relationships.
- **Improved Probation Strategies**—This topic focuses on improving management techniques in probation offices in a time of fiscal and program crisis. Thus, overall management areas such as planning, resource allocation, budgeting, and effective use of support services will be stressed. Improved program strategies, such as special intensive probation, community resource management, and techniques of pre-sentence investigation reporting, will be used in case-study examples of ways to improve programming.

Participants in all the workshops receive individual program planning guides, self-instructional materials, handbooks, and manuals. Certificates acknowledging attendance are awarded at the conclusion of training.

Following each Regional Training Workshop, up to six days of Local Training, formerly called Follow-On Training, are available in each region to assist local agencies in the direct application of skills learned in the workshops.

Multi-media packages are developed and furnished to any requesting agency that is interested in implementation. Included are

videotapes, training manuals, and other related resource documents.

Field Test Training

Field tests examine the new procedures in a real-world setting and evaluate their effectiveness and transferability to other jurisdictions throughout the country.

Key representatives from the test sites receive Field Test Training designed to:

- Prepare test site staff to operate or implement their projects
- Identify agencywide needs for Local Training
- Determine the most effective format for training assistance to the local sites
- Assist the sites in conducting research utilization conferences to familiarize their colleagues in nearby states with their experiences.

During 1976, field test sites were selected to implement projects in Managing Criminal Investigations and Juror Usage and Management. Five police agencies were involved in the Field Test program in Managing Criminal Investigations:

- Birmingham, Alabama
- Montgomery County, Maryland
- Rochester, New York
- Santa Monica, California
- St. Paul, Minnesota.

Eighteen courts were involved in the Field Test program in Juror Usage and Management:

- Connecticut State Courts
- Middlesex County (New Brunswick), New Jersey
- Delaware County (Media), Pennsylvania
- Jefferson County (Louisville), Kentucky
- Summit County (Akron), Ohio
- Dallas County (Dallas), Texas
- St. Louis County (Clayton), Missouri
- Salt Lake City, Utah
- Maricopa County (Phoenix), Arizona
- Spokane County (Spokane), Washington
- Suffolk County (Boston), Massachusetts
- New York, New York

- Dane County (Madison), Wisconsin
- DuPage County (Wheaton), Illinois
- East Baton Rouge Parish (Baton Rouge), Louisiana
- Polk County (Des Moines), Iowa
- Pennington County (Rapid City), South Dakota
- Ada County (Boise), Idaho

In 1977, the Executive Training Program provided assistance to three Neighborhood Justice Center field test sites in Atlanta, Georgia; Kansas City, Missouri; and Los Angeles, California. A Neighborhood Justice Center is a community-based project that seeks to resolve conflicts between people who have a continuing relationship and whose disputes are more appropriately resolved by mediation than by litigation. The Centers recruit and train community people to apply the techniques of mediation and arbitration to disputes. The Executive Training Program assisted the three project sites in preparing grant applications, conducting two training programs for the project staffs at the beginning of the test period, providing 30 days of local training assistance to each center during the start-up period, and supporting NJC Directors' conferences.

During Cycle III, four topics will be the focus of Field Test Training: Pre-Release Centers, Managing Patrol Operations, Developing Sentencing Guidelines, and Improved Correctional Field Services.

Three jurisdictions will be involved in Field Test Training in Pre-Release Centers: New Orleans, Louisiana; Philadelphia, Pennsylvania; and Fresno County, California. These test sites will implement procedures similar to those developed by the Pre-Release Center in Montgomery County, Maryland, which NILECJ has designated as an Exemplary Project. The purpose of the testing is to determine if a structured community release program can measurably improve the post-release behavior and community adjustment of selected jail and prison inmates.

Two of the Cycle III Field Test topics — Managing Patrol Operations and Developing Sentencing Guidelines — involve training in the implementation of strategies and techniques discussed at Cycle II Regional Training Workshops. For Managing Patrol Operations, training will be conducted in Albuquerque, New Mexico; Charlotte, North Carolina; and Sacramento, California. Training sites for Developing Sentencing Guidelines will be designated in late 1978.

Field Test Training in Improved Correctional Field Services also will be conducted at three test sites. These sites — Kane County, Illinois; Albany, New York; and Jacksonville, Florida — are involved in an effort to test the effectiveness of probation risk screening procedures as they are used in combination with different levels of supervision.

Special National Workshops

Special National Workshops are the third part of the National Criminal Justice Executive Training Program. They are one-time events held for selected criminal justice policymakers and researchers on significant topics chosen by the National Institute. Recommendations for problem-solving are provided by criminal justice experts and practitioners who have dealt with these problems or whose theoretical and analytical contributions can be helpful in the implementation effort.

The workshops fall into three general categories:

1. Transferring research to the community of practitioners — The functions here are to address differences in perception between research and operational perspectives, to assess the validity of research findings in light of operational experience, to assess practitioners' needs for additional knowledge, and to communicate new information to the operational community.
2. Communication among researchers — The functions here are to advance the state-of-the-art in a given topic area,

particularly one where "real-world" changes are affecting the criminal justice system, to share new findings, and to clarify directions for future research.

3. **Special target audiences**—Here the effort is to reach groups such as elected officials, planners, or evaluators and to inform them of current research and validated information on advanced practices.

The Special National Workshops presented during the first year of the Executive Training Program were:

- ***Argersinger v. Hamlin***—This presentation focused on the problems associated with the provision of legal counsel to all indigent defendants facing incarceration, based on the 1972 Supreme Court mandate.
- **Update '77**—Mayors and county chairpersons from across the nation gathered in Washington, D. C., to discuss the role of local elected executives in planning and developing programs in law enforcement and criminal justice. Research findings by NILECJ and other resources were reviewed as potential solutions to major problems.
- **Determinate Sentencing**—This workshop provided an in-depth analysis of this sentencing trend and its effect on police, prosecutors, judicial systems, and correctional systems at the national and state levels, including laws in California and Indiana and other legislation.

During Cycle II, Special National Workshops focused on:

- **Forensic Science Services and the Administration of Justice**—This workshop's goal was to integrate perspectives among and between police executives, prosecutors, judges, defenders, criminal justice educators, and forensic scientists to promote an interdisciplinary exchange of views that could lead to fuller use of scientific

resources in criminal justice.

- **Pretrial Release**— This workshop brought together judges who represented each of the 50 states as well as 10 judges from federal district courts who are involved in a demonstration project to examine the process, issues, and alternatives in the pretrial release of defendants.
- **Stochastic Modeling**— Among the more promising techniques of crime analysis, stochastic modeling was discussed at this workshop by executives and crime analysts seeking insights into the kinds of analysis possible with this technique.
- **Update '78**— Following the success of Update '77, this workshop provided an opportunity for additional mayors, county executives, and other local officials to examine their role in criminal justice decisionmaking, gain new perspectives on what is being done in other jurisdictions, explore current criminal justice research, and raise issues and concerns from the local point of view.
- **Plea Bargaining**— This workshop was designed to clarify the issues surrounding plea bargaining and to provide a means for reporting on the results of important research projects. A number of papers commissioned for the workshop received widespread dissemination through subsequent publication in *Law and Society Review*.
- **Mental Health Services in Jails**— This workshop focused on effective models for mental health service delivery to jail inmates, including analyzing the existing situation within a correctional institution, coping with the stress-related problems of incarceration, diagnosing acute mental illness, treatment and diversion, and using available community mental health services for inmate populations.

Prospective Special National Workshop topics for Cycle III include a National Evaluation Workshop, Research Utilization for State

Planning Agencies, and Collective Disorders.

As part of the Special National Workshops, the National Criminal Justice Executive Training Program staff also provides support to meetings of the NILECJ Advisory Committee.

3 Results

An impact evaluation conducted three months after the last workshop in Cycle I indicates the positive effects of the Executive Training Program: Officials from more than half the agencies represented said they are implementing one or more of the specific aspects of the knowledge gained through research and information-sharing presented at the workshops.

- Three-fourths of the police officials reported making changes in some aspect of their management of criminal investigations — the initial investigation, case screening, and the continuing investigation.
- Over half the representatives from court systems reported making changes in their juror usage and management processes — summons procedures, record-keeping, and monitoring/evaluation.
- Correctional officials reported implementing changes in their systems, although in slightly fewer numbers than either the police or court representatives. They focused on changes in their prison grievance mechanisms, encouraging such innovations as inmate/staff participation, written responses, and monitoring and evaluation.
- More than three-fourths of the participants at the Rape and Its Victims Workshops reported an increase in cooperation among community agencies to improve services to rape victims.

Similar concrete results are anticipated for Cycles II and III of the National Criminal Justice Executive Training Program. Not only is the

program apparently equipping criminal justice executives and other policymakers with the knowledge and skills to improve the delivery of criminal justice services in their communities and create a safer environment, but it also is giving participants a personal benefit—the chance to enhance their own skills and career potential.

4 About ODTD

The Office of Development, Testing, and Dissemination is responsible for distilling research, transforming the theoretical into the practical, and identifying programs with measurable records of success that deserve widespread application. As part of its programs, ODTD also provides financial and professional assistance in adaptations and tests of selected practices in several communities and offers training for criminal justice executives nationwide. The result is that criminal justice professionals are given ready access to some of the best field test programs and experimental approaches that exhibit potential.

ODTD has developed a structured, organized system to bridge: (1) the operational gap between theory and practice, and (2) the communications gap between researchers and criminal justice personnel scattered across the country. ODTD's comprehensive program provides:

- Practical guidelines for model criminal justice programs
- Training workshops for criminal justice executives in selected model programs and other promising research findings
- Field tests of important new approaches in different environments
- On-site training visits for criminal justice executives to agencies operating successful, innovative programs
- International criminal justice clearinghouse and reference services for the entire criminal justice community.

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